

Annual Report

2022 – 23



National Institute of
Bank Management
Pune



Sixteenth Convocation Post-Graduate Diploma in Management (B&FS) (PGDM 2018-20, 2019-21 and 2020-22 Batches) July 7, 2022



Shri. Shaktikanta Das, Governor - Reserve Bank of India, delivering the online convocation address;
(R to L) Prof. Partha Ray, Director - NIBM, Prof. M. S. Sriram, Member - NIBM Governing Board &
Professor - Indian Institute of Management Bangalore, and Prof. Arindam Bandyopadhyay, Dean (Academic Programme) - NIBM.



Release of the 'India Banking and Finance Report (IBFR) 2021' by Dr. Michael Patra, Deputy Governor - RBI (centre);
(L to R) Prof. Arindam Bandyopadhyay, Dean (Academic Programme) - NIBM,
Dr. Samiran Chakraborty, Managing Director & Chief Economist - Citigroup India, Prof. Partha Ray, Director - NIBM,
Shri. Gurumoorthy Mahalingam, Former Whole-Time Member (WTM) - SEBI, Shri. Asheesh Pandey, Executive Director -
Bank of Maharashtra and Prof. Sanjay Basu, Dean (Research & Consultancy) - NIBM.

Annual Report

2022 – 23



National Institute of Bank Management



Published by
Dr Partha Ray
Director
National Institute of Bank Management
NIBM Post Office
Kondhwe Khurd
Pune 411 048, INDIA
Phone : 0091-20-26716000
E-mail : director@nibmindia.org
Website : www.nibmindia.org

Typeset and Designed by
Publications Department
NIBM, Pune 411 048



**National Institute of Bank Management
Pune, India**

The Vision

**To be globally recognized as a Centre of Excellence for
education and learning in Banking and Finance.**

Mission Statements of the Verticals

Executive Training Programme

Empower executives and organizations through learning and advisory interventions.

Research

Engage in research that contributes to the body of knowledge and thought leadership in Banking and Finance.

Academic Programme

Develop young professionals to perform managerial functions with analytical skills and decision making capabilities.

Governing Board

(as on March 31, 2023)

Shri Shaktikanta Das

Governor
Reserve Bank of India
Chairman
NIBM Governing Board

Dr M D Patra

Deputy Governor
Reserve Bank of India
Mumbai

Shri Dinesh Kumar Khara

Chairman
State Bank of India
Mumbai

Shri Jose J Kattoor

Executive Director
Reserve Bank of India
Mumbai

Shri Sanjiv Chadha

Managing Director & Chief Executive Officer
Bank of Baroda
Mumbai

Shri LV Prabhakar

Managing Director & Chief Executive Officer
Canara Bank
Bengaluru
(Till December 31, 2022)

Ms A Manimekhalai

Managing Director & Chief Executive Officer
Union Bank of India
Mumbai

Shri Shaji K V

Chairman
National Bank for Agriculture & Rural Development
Mumbai

Shri Shanti Lal Jain

Managing Director & Chief Executive Officer
Indian Bank
Chennai

Ms Zarin Daruwala

Cluster Chief Executive Officer
India and South Asia Markets
Standard Chartered Bank
Mumbai

Shri Amitabh Chaudhry

Managing Director & Chief Executive Officer
Axis Bank
Mumbai

Dr Bhimaraya Metri

Director
Indian Institute of Management
Nagpur

Prof M S Sriram

Professor
Indian Institute of Management, Bangalore
Bengaluru

Dr Ashok Banerjee

Professor, Finance & Control Group
Indian Institute of Management
Udaipur

Smt Rajani Prasad

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

Prof Kaushik Mukerjee

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

Prof Partha Ray

Director & Member-Secretary
National Institute of Bank Management
Pune

Composition of NIBM Sub-Committees

(as on March 31, 2023)

Standing Committee

Chairman

Dr M D Patra

Deputy Governor, Reserve Bank of India

Members

Shri Dinesh Kumar Khara

Chairman, State Bank of India

Shri Shaji K V

Chairman, NABARD

Shri Shanti Lal Jain

Managing Director & CEO, Indian Bank

Shri Amitabh Chaudhry

Managing Director & CEO, Axis Bank

Prof Ashok Banerjee

Director, IIM Udaipur

Member Secretary

Prof Partha Ray

Director, NIBM

Finance Committee

Chairman

Shri Dinesh Kumar Khara

Chairman, State Bank of India

Members

Shri LV Prabhakar

*Managing Director & CEO, Canara Bank
(Till December 31, 2022)*

Ms A Manimekhalai

Managing Director & CEO, Union Bank of India

Shri Amitabh Chaudhry

Managing Director & CEO, Axis Bank

Smt Rajani Prasad

Chief General Manager, CSBD, RBI

Member Secretary

Prof Partha Ray

Director, NIBM

Composition of NIBM Sub-Committees

(as on March 31, 2023)

Campus Committee

Chairman

Shri LV Prabhakar

*Managing Director & CEO, Canara Bank
(Till December 31, 2022)*

Vice-Chairman

Prof Partha Ray

Director, NIBM

Members

Shri Shanti Lal Jain

Managing Director & CEO, Indian Bank

Shri Ashutosh Upadhyay

DGM, CSBD, RBI

Member Secretary

Prof Anjan Roy

Professor, NIBM

Academic Council

Chairman

Prof M S Sriram

Faculty, IIM Bangalore

Vice-Chairman

Prof Partha Ray

Director, NIBM

Members

Prof Ashok Banerjee

Director, IIM Udaipur

Shri Nidhu Saxena

Executive Director, Union Bank of India

Prof M Jayadev

Professor, Finance & Accounting Area, IIM Bangalore

Prof Anjan Roy

Dean (Research), NIBM

Shri Saugata Bhattacharya

*Chief Economist & Senior Vice President
Axis Bank Limited*

Prof Kaushik Mukerjee

Dean (Executive Training Programme), NIBM

Shri S Srinivasa Rao

*Deputy Managing Director & Chief Risk Officer
State Bank of India*

Prof Sanjay Basu

Professor, NIBM

Dr M Manickaraj

Associate Professor, NIBM

Member Secretary

Prof Arindam Bandyopadhyay

Dean (Academic Programme), NIBM

Member Banks and Associate Member Banks / Institutions of NIBM Society

Member Banks

- | | |
|--------------------------|---|
| 1. Reserve Bank of India | 9. Indian Overseas Bank |
| 2. State Bank of India | 10. Punjab National Bank |
| 3. Bank of Baroda | 11. Punjab & Sind Bank |
| 4. Bank of India | 12. Union Bank of India |
| 5. Bank of Maharashtra | 13. UCO Bank |
| 6. Canara Bank | 14. Hongkong & Shanghai
Banking Corporation Ltd. |
| 7. Central Bank of India | |
| 8. Indian Bank | |

Associate Member Banks / Institutions

- | | |
|---|-------------------------------------|
| 1. ICICI Bank Ltd. | 10. The South Indian Bank Ltd. |
| 2. IDBI Bank Ltd. | 11. Tamilnad Mercantile Bank Ltd. |
| 3. National Bank for Agriculture &
Rural Development | 12. ESAF Small Finance Ltd. |
| 4. Export-Import Bank of India | 13. CSB Bank Ltd. |
| 5. The Federal Bank Ltd. | 14. Standard Chartered Bank |
| 6. The Jammu & Kashmir Bank Ltd. | 15. Utkarsh Small Finance Bank Ltd. |
| 7. The Saraswat Cooperative Bank Ltd. | 16. Axis Bank Ltd. |
| 8. The Karur Vysya Bank Ltd. | |
| 9. Yes Bank | |

Message from the Director



The year 2022-23 was a remarkable time for NIBM, which experienced a turnaround from the earlier pandemic years and I am glad to present the Annual Report for the year to our esteemed stakeholders.

During the year 2022-23, NIBM focused on our mandated activities of conducting executive training, diploma course (i.e. the two-year Post Graduate Diploma in Banking and Finance (PGDM - B&F)), and research. In the post-Covid scenario, the performance of both the training vertical and PGDM vertical was better than that of the previous year, thanks to the relentless efforts of the faculty, staff, member institutions and other partners of the Institute. The Institute also received infallible support and guidance from the chairman of the NIBM Governing Board, the members of the Governing Board, and its various committees. The Institute is grateful for all such guidance.

The training vertical has achieved tremendous improvement in terms of both the number of programmes and number of participants. However, the demand for training programmes is yet to recover fully and reach the pre-Covid levels. The Institute offered training programmes on campus as well as in hybrid mode. During the year the Institute conducted

136 training programmes attended by 3076 participants as against 129 programmes and 2799 participants during the previous year. The faculty of the Institute offered six different international programmes (three online and three on-campus) sponsored by the government of India under the Indian Technical and Economic Cooperation (ITEC) Programme, the leading capacity-building platform of the Ministry Of External Affairs, Government of India.

The e-certification courses offered by the institute received 5490 participants, the highest ever since these courses were launched. Last year, the number of officers enrolled in the e-certification courses were 1962.

The education vertical offering the PGDM (Banking and Financial Services) too recorded the best-ever performance in terms of the number of students enrolled and other parameters. The most notable performance of the department was the record placements for the students. During the year 100% of the students were placed in leading banks and financial institutions, including foreign banks, private banks, consulting companies, NBFCs and fintech companies. There has also been an impressive improvement in the average package offered by the recruiters. The revised PGDM curriculum came into effect during the year, making it more relevant and contemporary.

The Institute has taken many new steps to augment its research and publications. Monthly research seminars by the faculty, academic visitors programme, annual conference on money, banking and finance, setting up of the Case Development Centre and shadow monetary policy committee were meant for increasing the research output of the Institute. In order to increase the publications for the benefit of our stakeholders, several new initiatives have been made during the year.

These are: NIBM Policy Research Paper series, the release of the India Banking and Finance Report (2021) and the NIBM Explainer series.

The development of infrastructure is a must in order to support the increasing activities of the Institute. During 2022-23 a few residential quarters and one of the executive hostels were renovated. New state-of-the-art tennis and basketball courts have been built for the benefit of the students, executive programme participants and residents. An integrated finance lab has also been set up during the year.

Yet another important feat achieved by the institute is the MoU signed with the Bank of Mauritius, the central bank of the Republic of Mauritius.

Thanks to the improved performance of the institute, particularly in executive training and education, the

financials of the institute have improved and we could make some surplus during the year.

Members of the NIBM Society, the Reserve Bank of India, commercial banks in India, banks and financial institutions of neighbouring countries, and NBFCs have contributed to the Institute's various activities including executive training, teaching, research, publications and consultancy, as always. The Chairman of the NIBM Governing Board, the Governing Board and various committees of the Governing Board provided the necessary support and guidance in a timely manner. The faculty and staff of the institute have worked together as a team to fulfil the expectations of all our stakeholders. NIBM acknowledges the support and encouragement offered by all its stakeholders with sincere gratitude and aspires to achieve greater performance during the current year.

– Partha Ray
Director



Seasonal Blooms of NIBM Campus

Contents

❑ New Initiatives at NIBM	1
❑ Executive Education and Learning Programmes	5
❑ PGDM (Banking and Financial Services) FY 2022-23	9
❑ Research Activities and Consulting Projects	28
❑ Publications	33
❑ Collaborations and Associations with Other Organisations	37
❑ NIBM Team	39
❑ NIBM Infrastructure	44
❑ ANNEXURES	
I. List of Executive Education Programmes Conducted during the Year	51
II. Organisation-Wise Number of Participants	59
III. Country-Wise Number of Foreign Participants	64
IV. Guest Speakers of NIBM Programmes	65
V. Conferences, Seminars and Programmes Attended by Faculty Members	73
❑ Statement of Accounts for the Year 2022-23	75

New Initiatives at NIBM

In its quest for academic excellence, NIBM has initiated a number of new steps to enrich its curriculum, courses, publications, research, capacity building, collaborations, infrastructure and sustainability. Some of the prominent activities undertaken towards this end are as follows:

A. Research

NIBM's faculty have been doing research in diverse areas of banking and finance which has been utilised by students, bankers, researchers and academicians in their varied academic projects and studies. A number of platforms have been developed recently to disseminate the faculty research output to multiple stakeholders. Some of these are as mentioned below:

1. NIBM Policy Research Paper Series

Seven Policy Research Papers were published during the year. (The details are given in the 'Publications' section of this report.)

2. NIBM Explainer Series

The NIBM Explainer Series has been introduced to throw light on contemporary issues and developments related to the economy, industry, banking and finance in a non-technical language. The objectives of the NIBM Explainer Series are:

- Dissemination of the knowledge and expertise of NIBM faculty in a non-technical language among the stakeholders.
- Enhancement of NIBM's presence and visibility by way of providing useful inputs to the target audience.
- Generating dialogue and direct answers to emerging issues, new developments and complex questions related to banking, finance and related areas.
- Creating ready and handy background material for the training programmes and educational courses.

Four NIBM Explainers have been published during the year.



3. NIBM Case Development Centre

Two case studies have been published by the NIBM Case Development Centre during the year. (The details are given in the 'Research' section of this report.)

B. Academic and Research Deliberation Forums

1. Shadow Monetary Policy Committee

An Internal Shadow Monetary Policy Committee (ISMPC) has been formed at NIBM to dissect and debate developments related to the nation's monetary policy. During the year, it has made seven presentations to faculty colleagues, after each of the Monetary Policy Announcements by RBI, since April 2022. (The full details are given in the 'Research' section of this report.)

2. Monthly Research Seminars

Nine faculty members and seven external experts shared their work during the year. (The details are given in the 'Research' section of this report.)

3. Conference on Money, Banking and Finance

NIBM conducted a Conference on Money, Banking and Finance on July 1, 2022. (The details are given in the 'Research' section of this report.)

C. Collaborations

1. Strategic Collaboration with Bank of Mauritius

NIBM and Bank of Mauritius, the central bank of the Republic of Mauritius executed a 'Memorandum of Understanding' (MoU) on January 19, 2023. The MoU was signed by Mr. Harvesh Kumar Seegolam, Governor - Bank of Mauritius and Prof. Partha Ray, Director - NIBM.



2. MoU with ESAF Small Finance Bank (SFB)

NIBM and ESAF Small Finance Bank (SFB) signed a 'Memorandum of Understanding' (MoU) on May 17, 2022. Mr. George Thomas, Executive Vice President, Corporate Services - ESAF SFB signed the MoU from the bank's side while Dr. Naveen Kumar K. signed on behalf of NIBM.



3. Academic Visitor Programme

During the year, 3 academic resource persons visited NIBM under this program. (The details are given in the 'Research' section of this report.)

D. Infrastructure Enhancement

1. Integrated Finance Lab

The main objective of the NIBM Integrated Finance Lab inaugurated by Dr. Michael D. Patra, Deputy Governor - RBI on July 1, 2022 is to facilitate empirical work in banking and finance. (The details are given in the 'Research' section of this report.)

2. New Sports Court



In addition to the existing sports facilities, a new basketball court and tennis court have been built for the benefit of the students, executive training programme participants, and the institute's employees and their families as well. Shri. Vikram Kumar (IAS), Pune Municipal Commissioner, inaugurated these new sports facilities on February 8, 2023.

3. Renovation of Hostel 2

The hostels used by the Executive Training Programme participants have been undergoing selective renovation since the past 1 year. The renovation of Hostel 2 was completed and made fully ready for occupancy during the year. The ongoing renovation of the other remaining hostels is expected to be completed in FY 2023-24.

4. Parking Shed

A new parking shed for the institute's bus has been made during the year.

E. Tree Plantation Programme

The vast, natural green bounty of NIBM that has been nurtured with meticulous care and dedication since its inception was further enhanced by the Plantation Programme launched during the year.

The first step of the programme was a mass tree plantation drive organized in association with Bank of Maharashtra on March 25, 2023. The initiative has received full support and enthusiastic participation from the top management of the bank apart from branch managers and department heads of the bank's head office, who continue to support the ongoing green drive at the NIBM campus.



F. Employee Welfare Activities and Institutional Celebrations

1. Picnic for Staff & Faculty

A one-day picnic was arranged to Meher Resort for the staff and faculty in the month of June 2022.

2. Health Checkup

Under the NIBM Welfare Fund Scheme, all employees of the institute were offered a free 'Preventive Health Checkup' package. The checkup facility was administered through the empaneled hospital (Ruby Hall Clinic, Wanowrie, Pune). Two different packages were offered to the employees, namely 'Executive Package' which is mainly designed for employees who lead a hectic lifestyle with work pressure and the other package was 'Well Woman Package' meant for female employees.

3. Foundation Day



NIBM celebrated its 53rd Foundation Day on September 24, 2022. The event was organized online due to Covid restrictions and Dr. Naushad Forbes, Co-Chairman, Forbes Marshall and author of the recent book titled, 'The Struggle And The Promise: Restoring India's Potential' (Harper Collins, 2022), was the Chief Guest of the function.

4. International Women's Day

The institute held a brief ceremony on March 8, 2023 to acknowledge the vital contributions of the women in the NIBM team. The keynote speech by Dr. Partha Ray, Director - NIBM, was filled with insightful anecdotes and astute observations regarding the imminent convergence of achievements between both genders in all fields in the coming years.



Executive Education and Learning Programmes

The institute has conducted 136 'Executive Education Training Programmes' during the year 2022-23. These programs were a mix of campus, live online and hybrid programmes. Customized programmes for banks from India and abroad have also been conducted in addition to institutional programmes. These programmes cater to executives from central and state government bodies, nationalized banks, private sector banks, foreign banks, cooperative banks, small finance banks, regional rural banks, Reserve Bank of India, State Bank Group, and a number of national institutions including NABARD, ECGC, NPCI, International Financial Services Centres Authority, and Indian Banks Association. A total number of 3076 participants participated in these programmes.

The details of these programmes are mentioned as follows:

Training Programmes during 2022-23

No. of Institutional Programmes	93
No. of Sponsored / In-Company Programmes	43
Total	136

(a) Institutional Programmes (India)	1241
(b) Institutional Programmes (International)	295
(c) Sponsored / In-Company Programmes (India)	1525
(d) Sponsored / In-Company Programmes (International)	15
No. of Participants	3076

Area-Wise Break-Up of the Institutional Executive Education Training Programmes

	<i>No. of Programmes</i>	<i>No. of Participants</i>
Finance	33	618
Human Resources Management	9	193
Information Technology	8	148
Money, International Banking and Finance	21	260
Rural Finance and Development	5	91
Strategic Planning, Control and Marketing	17	226
Total	105	1536

List of the Broad Areas of NIBM Programmes

Finance (FIN)

(a) Credit appraisal for corporate and MSME project financing and infrastructure finance (b) Financial statement analysis and IFRS / Ind AS (c) Retail lending (d) Credit monitoring, preventive vigilance and fraud management (e) Management of Non-Performing Assets (f) Risk management and Basel Accords - Credit risk and Market risk (g) Operational risk and ALM (Asset Liability Management) (h) Risk governance (i) ESG / Sustainable finance (j) Treasury, investment and fixed income portfolio management (k) Internal audit, audit committee of the board and compliance (l) Startup financing and private equity financing (m) Financial planning and wealth management

Human Resource Management (HRM)

(a) Leadership development (b) Human Resource Management (HRM) (c) Change management and organisational transformation (d) L&D / coaching / training / mentoring (e) People risk management (f) Discipline management (g) Public procurement process.

Information Technology (IT)

(a) IS audit / governance (b) Cyber security (c) Blockchain and Distributed Ledger Technology (DLT) (d) Digital payments, lending and fintech (e) Digital frauds (f) Digital financial inclusion (g) Digital transformation (h) Digital and social media marketing (i) Artificial Intelligence (AI) and Machine Learning (ML).

Money, International Banking and Finance (MIBF)

(a) Forex business / international banking (b) Forex dealing with bourse game (c) FEMA regulations and compliance for NRI business / capital account transactions (FDI / ODI / ECB) (d) Financial analysis / technical analysis / business analysis (e) Financing international trade (f) Demystifying FX market (g) Monetary policy and liquidity management.

Rural Finance and Development (RFD)

(a) Agribusiness and value chain finance (b) Priority sector lending (c) Fintech and digital financial inclusion (d) SLBC and Lead Bank Scheme (e) Regulatory compliance, (f) BC Management (g) Lending to Agri-MSMEs (h) Microfinance.

Strategic Planning, Marketing and Control (SPMC)

(a) Corporate governance (b) Leadership (c) Profitability / branch operations / performance turnaround strategy (d) Retail and MSME business (e) FDP (Faculty Development Programme) (f) Climate change risk (g) Government business (h) Co-lending arrangements (i) Building digital lending systems (j) Customer analytics and cross selling, (k) Customer Relationship Management (CRM) (l) Digital and social media marketing (m) Analytics-based marketing of banking services (n) Strategies for MSME business (o) Branch level marketing.

Weekend Online Programme

NIBM (in association with NSE TalentSprint) conducted the 'Advanced Programme in Banking and Leadership for a Digital World' during 2022-23. The programme was offered through online mode with live sessions on weekends.

(Detailed List of Area-Wise Programmes is Given in Annexure I)

A. International Programmes and International Participation in NIBM Programmes

1. ITEC Programmes

Under the Indian Technical and Economic Cooperation (ITEC) Programme, NIBM has conducted six programmes in the year 2022-23.

- (a) e-ITEC - 'Live Online International Programme on Central Banking for Emerging Market Economies'; November 7-19, 2022. This Online Programme was designed and coordinated by Dr. G. Nagaraju and Dr. Jiji T. Mathew.
- (b) e-ITEC - 'Live Online Training Programme on Corporate Governance in Commercial Banks: Issues and Perspectives'; December 5-9, 2022. This online programme was designed and coordinated by Prof. Anjan Roy and Prof. Kaushik Mukerjee.
- (c) 'International Programme on Inclusive Banking and Finance'; March 6 - 10, 2023. The programme was designed and coordinated by Dr. Naveen Kumar K.
- (d) 'International Programme on Corporate Governance and Leadership for Top Executives from the Financial System'; March 6-11, 2023. The programme was designed and coordinated by Prof. Kaushik Mukerjee and Prof. Anjan Roy.
- (e) 'International Programme in Banking and Finance (Focus: Credit Management and International Trade Financing); March 13-25, 2023. The programme was designed and coordinated by Dr. Smita Roy Trivedi and Dr. Elizabeth James.
- (f) e-ITEC - 'Live Online International Training Programme on Inclusive Banking and Finance'; March 27-31, 2023. This online programme was designed and coordinated by Dr. Naveen Kumar K.

2. International Participation in NIBM Programmes

In addition to the ITEC programmes, a number of international participants attend the NIBM education & learning programmes. During 2022-23, a total of 310 banking and finance professionals from Africa, Asia, Europe, North America and South America have participated in various NIBM programmes. Countrywise number of participants is given Annexure III.



B. Online Certification Courses for Executives in Banking and Finance

As per the directives of the Reserve Bank of India, NIBM launched online certification courses in the following four areas on September 30, 2017: Credit Management, Risk Management, Treasury Management, and Accounts & Audit. The IBA shortlisted NIBM as one of the training institutions for delivering these certification courses. Subsequently, the institute also launched a certification course in 'Retail Credit Management' in January 2018 and another course in '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 in February 2019. These courses have been designed as a blend of online and classroom 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 classroom learning experience is provided through video-based sessions, which are also provided on the Moodle platform. An extensive system for evaluation of the participants has been set up for obtaining their respective certification. The evaluation comprises several stages and components including test modules, assignments and a final exam.

Various nationalised and private sector banks encourage their executives for attainment of these certifications from NIBM as per the mandate of Reserve Bank of India which has led to a substantial increase in the number of enrolments.

<i>Course</i>	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>	<i>2021-22</i>	<i>2022-23</i>	<i>Total</i>
Accounts and Audit	47	149	302	105	457	588	1648
Credit Management	488	1779	1274	230	563	3385	7719
Risk Management	237	650	420	396	518	1039	3260
Treasury Management	108	313	255	99	165	305	1245
Retail Credit Management	325	34	232	16	225	42	874
Credit Management for Small Finance Banks	0	6	22	18	30	54	130
Banking Operations and Management for Payment Banks	NA	NA	54	1	4	0	59
NIBM Certification Course on Credit Management for Fintechs	NA	NA	NA	NA	NA	77	77
Grand Total	1205	2931	2559	865	1962	5490	15012

C. Guest Speakers of NIBM Programmes

During the year, 108 resource persons, experts and thought leaders from finance, banking and academia addressed the participants of the various NIBM 'Executive Education and Learning Programmes' held during the year. These personalities included CEOs, COOs, Directors, EDs and senior management professionals. The organizations they represented were the Reserve Bank of India, public and private sector banks, fintechs, consultancy firms, academic institutions, training institutions, government organizations and industry bodies associated with the banking and finance domain. The details of these dignitaries are given in Annexure IV.

PGDM (Banking and Financial Services) FY 2022-23

A. Summary of PGDM Programme Activities

B. Curriculum and Pedagogy

C. Orientation for PGDM Batch 2022-24

D. Guest Lectures by Eminent Speakers

E. Student Activities

F. Convocation

G. Campus Placements

H. PGDM Publications

I. Industry Talks and Lectures

J. UHV Course

K. Admissions for PGDM 2023-25 Batch

L. Academic Collaborations

M. Academic Council (AC) Meeting

N. Innovation Council (IC)

A. Summary of PGDM Programme Activities

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 gives a holistic perspective about 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) 2022-24 and Induction

Applicants who had appeared for the Common Admission Test (CAT) 2021, XAT (2022), GRE, GMAT and CMAT (2022) conducted by AICTE had applied for admission to PGDM (B&FS) 2022-24. On the basis of the performance in the CAT / XAT / CMAT / GRE / GMAT, candidates were shortlisted and called for online Oral Communication (OC) and online Personal Interview (PI). Panels were formed for OC 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 / GRE / GMAT scores, OC & PI scores, academic performance, work experience, and extra-curricular activities.

The induction programme was held in the campus for PGDM 2022-24 batch. This included briefing the students about the institute, and interaction with faculty from various area groups, alumni of PGDM, Library In-Charge, doctors and the administration staff of PGDM. The programme also comprises de-freezing sessions with interactive games to introduce the new batch students with students of the senior batch.

Student Profile

The batch of PGDM 2022-24 consists of 131 graduates from open and reserved categories as per AICTE norms, with some of them having an experience of 1-3 years in different industries. Students admitted to the programme are from varied disciplines like arts, commerce, science and engineering.

They demonstrate high levels of initiative and energy, capacity for hard work, strong task orientation, willingness to learn, propensity for teamwork, and a passion to excel.

B. Curriculum and Pedagogy

The PGDM curriculum was revised / revamped and the same is being implemented for the 2022-24 batch. The revised syllabus covers a broad range of topics related to management of banks and financial institutions. The PGDM course of NIBM was benchmarked with IIMs, IITs and XLRI as well as the PGDM banking courses offered by peer institutes. The course coverage has been kept contemporary, rigorous and focused on emerging areas in banking (like climate finance, alternative investment markets, fintech and analytics). It is designed to progress from foundational inputs on finance, managerial accounting, corporate finance, economics, operations, quantitative analysis, research methodology, organizational behaviour and general management to core concepts in banking systems and products, regulations, asset and liability management, credit appraisal and management, risk management, treasury and investment management, international banking and forex management, and leadership and strategic management. The course weightage has also been rationalised by including many compulsory as well as optional electives like advanced risk management, big data analytics, CFA Institute's Code of Ethics and Standards, climate finance, behavioural finance, entrepreneurial finance, financial services and insurance.

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 concurrently 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.

Pedagogy

The pedagogy includes classroom lectures, case studies, individual and group assignments, simulation of business operations, and field visits. A high teacher-student ratio of 1:7 enhances the scope of personal interactions. The institute pursues a comprehensive approach to learning based on:

- Interface with practitioners.
- Institutional and sponsored research studies.
- Faculty insights from the research and consultancy.
- Institutional conferences, workshops and seminars on emerging issues in banking and finance.
- Rigorous projects on banking and finance.
- Hands-On data based exercises and statistical analyses in the Integrated Finance Lab.

Method of Instruction

The methods of instruction include classroom lectures, case studies, simulation of business operations through games, and individual and group projects. The institute believes in strong interaction with industry, and practitioners provide significant inputs for many courses such as forex dealing with bourse game.

Digital Reach

Since the onset of the Covid pandemic, the institute has adopted digital technology for many of its activities. The PGDM admission process, webinars by industry professionals, various competitions, internship, student presentations and evaluations, examinations, etc. were conducted online. Many of the above-mentioned activities continue to be conducted on this advanced, online infrastructure as per requirement.

Computer Centre & Finance Lab



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, projectors and audio systems that are being extensively used during the demonstration / hands-on sessions of our training programs. The computers in both the labs have high-speed internet connectivity. So that the simulation and bourse games arranged for the students in the Finance Lab

are executed effectively. Python and R based big data analytics and machine learning algorithms are demonstrated to students in these labs.

Library Resources

The NIBM library has a unique collection of more than 69,750+ books and 110+ reputed international and national journals along with 15,600+ bound volumes that are mostly related to banking, finance and management. The collection of books encompasses diverse subjects including economics, quantitative methods, general management, leadership, behavioural sciences, sociology, agriculture, rural development, microfinance, etc. The library also subscribes to different databases like CMIE Economic and Industry Outlook, EPWRF, Prowess IQ, Ace Equity, Eikon and many others. Students are also given access to these highly advanced digital library resources and databases. Apart from the above, various complementary services such as circulation of documents, reference services, information services, etc. are provided to the library users.



C. Orientation for PGDM Batch 2022-24

Shri L V Prabhakar, Managing Director & CEO, Canara Bank and Member, NIBM Governing Board inaugurated the orientation programme of PGDM Batch 2022-24 on July 13, 2022 which was held at the NIBM Campus.

Soft Skills Development for Students: Various employability enhancement activities like behavioral training from Harappa Education and continuous corporate exposure resulted in increased packages, along with the availability of desired job profiles for the PGDM students.

In August 2022, a three-day soft skills development training programme was organized for the PGDM 2021-23 batch. The training focused on Personal Interview (PI) and Group Discussion (GD). Live feedback on the performance of students in the GD and mock PI constituted an important part of this programme.

D. Guest Lectures for PGDM Students

Dignitaries from the entire gamut of finance and banking industry are invited to address the students to enlighten them with their perspectives on contemporary topics and relevant banking and finance issues. These include top management executives and experts 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. Following is the indicative list of eminent speakers who addressed the PGDM students in 2022-23:



Industry Experts

1. Dr. Amarendra Sahoo, Ex-CGM - Reserve Bank of India
2. Shri. Amit Darekar, CA, Partner - Finpro Consulting
3. Dr. Andrew Stotz, CEO - A. Stotz Investment Research
4. Shri. Ashutosh Kumar, Head, Marketing - BOB Financial Solutions Limited
5. Shri. Jayant Keskar, Deputy General manager - IDBI Bank / Ex-NIBM Faculty
6. Shri. Manoj Jain, COO - Multi Commodity Exchange of India Ltd.
7. Shri. Mohan Kumar Prabhu, Director - Aon Consulting Private Limited
8. Shri. Narendra D. Bhanage, Ex-DGM - State Bank of India
9. Shri. Paritosh Kumar, Chief Manager - Union Bank of India
10. Shri. Prasad Shrikant Barje, Assistant General Manager - State Bank of India
11. Shri. Prasanna Lohar, Head, Innovations - DCB Bank
12. Shri. Rakesh Kumar Relan, Senior Vice President - HDFC Bank Ltd.
13. Shri. Ramesh Kshirsagar, Former General Manager - Bank of Maharashtra
14. Dr. Ramesh Suvvari, Former CGM - Canara Bank
15. Shri. Shivakumar Ramanathan, CVO - State Bank of India
16. Shri. Siddharth Vishvakarma, Chief Manager - State Bank of India
17. Shri. Uday Kulkarni, CA, Senior Partner - U V K & Associates Chartered Accountants
18. Shri. V. Rajagopal, Ex-Chief Dealer / Technical Analyst (Forex) - Kotak Mahindra Bank
19. Shri. Yashveer Rawat, Consultant, Treasury - Delfin Advisory Services Pvt Ltd.

Academicians

1. Dr. Ritwik Banerjee, Associate Professor - IIM B
2. Dr. S. V. Kuvalekar, Ex-Faculty - NIBM
3. Dr. Savita Kulkarni, Assistant Professor - Gokhale Institute of Politics and Economics
4. Ms. Rachana Baid, Professor - NISM
5. Shri. Bipin Kumar, Faculty - National Insurance Academy
6. Shri. Hrishikesh Khaladkar, Assistant Professor - Fergusson College
7. Shri. Kshitish Mohanty, Faculty - National Insurance Academy
8. Shri. Laxmi Chand Meena, Faculty - National Insurance Academy
9. Shri. Pradip Kumar Mahapatra, Faculty - National Insurance Academy

E. Student Activities

Academic and Professional Development Committee (APDC)

'Academic and Professional Development Committee' was founded by the PGDM Batch 2021-23 with the objective to enhance the soft skills of the students. Soft skills play a key role in corporate success and overall professional development. Many of us have had our ice breaking moments, but not all. So, at NIBM, the committee ensures that every student passing out after two years is not just a banking and finance expert, but also a person with professionalism. The APD Committee aims to encourage and enhance professional development for the collaborative growth of the students at the institute.

The work undertaken by the committee in the last one year is as follows:

- CV reviews for 1st year students in order to make their CV reflect their best profile
- Group discussions among students
- Decrypting Summers - This session included the students already placed from the senior batch sharing their experience vis-a-vis internship preparation, skill development and other key areas.
- HDFC Mutual Fund Invest-Verse Programme - This programme enabled the students from the junior batch to learn about the mutual fund market and also major areas of the financial market like bonds and derivatives.
- Uniformity of LinkedIn profiles of the batch
- Recorded video tutorials for Econometrics software installation and operation
- Financial Education Certification programme of 10 hours in association with Kotak Securities and NISM
- Coordinating with Harappa - Masterclasses, CV Review, Course Completion, etc.
- Organizing the sessions of the invited distinguished and eminent speakers from the industry

Events by Alumni Relations Committee

During the year 2022-23 many initiatives were taken by the Alumni Relations Committee like Alum Melange 2022, Alumni Talk, Ace the Summers and Alumni Speak

☐ *Alum Melange*

Alum Melange 2022, the much-awaited event, was successfully organised on December 10th and 11th, 2022, after a three-year hiatus in the campus. Alumni from various batches, including senior alumni joined the event, making it a memorable reunion. The entire event was meticulously organized by the Alumni Relations Committee under the guidance and support of Director - NIBM, Dean - Academic Programme, PGDM office, faculty members and students, wherein every aspect, from accommodation to food and entertainment was managed smoothly.

Over the course of the two days, a wide range of activities were arranged to cater to everyone's interests. Attendees were treated to live performances by a talented musical band, captivating bonfires, engaging game zones, nostalgic videos, and captivating cultural programs. Furthermore, distinguished guests were invited as chief speakers to facilitate discussions on crucial topics. An alumni and faculty meet was organized to gather valuable suggestions for the curriculum. Additionally, a meet with the placement committee was arranged, paving the way for potential future benefits.

The event provided an excellent platform for everyone to reconnect with old friends, reminisce about cherished memories, and forge new connections. The joy and enthusiasm among the attendees were palpable, creating an atmosphere filled with laughter and camaraderie. Appreciative feedback was received from all the participants, who expressed their gratitude for organizing such a remarkable event that allowed them to relive their college days. The event was graced by Prof. Partha Ray, Director - NIBM, Prof. Arindam Bandyopadhyay, Dean (Academic Programme), and all the faculty members.

❑ *Alumni Talk*

The 'Alumni Talk' was organised on 'Thriving in a New Workplace' with two of the institute's esteemed alumni on March 19, 2022. It was conducted successfully by our panelists, Mr. Tarun Kaushal, Assistant Vice President - Bandhan Bank and Mr. Satyajit Sabat, Senior Manager - HDFC Bank. The event was organised to help PGDM students explore some crucial aspects such as personal branding, challenges at the new workplace, and corporate behaviour with special emphasis on soft skills. Prof. Arindam Bandyopadhyay, Dean - Academic Programme was also present at the event.

Alumni Interaction for Summer Internship: Alumni Relations Committee - NIBM had hosted three accomplished alumni - Mr. Vikrant Sharma, Mr. Arijeet Mukherjee and Ms. Swapnil Gupta at our recent event wherein they shared their experiences and expertise on what students should expect from their summer internships. This was conducted on March 25, 2023. The panelists spoke about the challenges they faced during their internships and the lessons they learned that ultimately helped them excel in their careers. Students gained valuable insights from the alumni and are now better equipped to navigate their own summer internships with confidence. The event was attended by Dean - Academic Programme, Dean - Research and a few other faculty members.

❑ *Ace the Summers*

While the batch of 2024 was toiling hard to make their summer internship an experience full of learning and growth, Team Alumni Relations brought an open panel discussion - 'Ace the Summers!' with our very own alumni as the panelists for this much-anticipated event. It was organized on March 25, 2023 at the campus wherein our esteemed alumni, Vikrant Sharma, ENO - Counterparty Credit Risk at Credit Suisse, Swapnil Gupta, Associate - Market Risk at JP Morgan & Chase and Arijeet Mukherjee, Manager - Credit Risk Modelling at YES Bank took the effort to guide the students to make the best use of the opportunity offered by the summer internships. The session was also attended by Prof. Arindam Bandyopadhyay, Dean - Academic Programme, Prof. Sanjay Basu, Dean - Research & Consultancy and Dr. M. Manickaraj, Faculty - NIBM.

❑ *Alumni Speak*

In the final leg of the induction process of the incoming batch of 2022-24, Team Alumni Relations had the pleasure of hosting NIBM alumni, Mr. Dibakshya Chakraborty, Ms. Aakriti Sood, Ms. Priyanka Swaminathan and Mr. Ashish Kumar Rathore. The session was extremely engaging wherein the alumni shared their experiences and spoke about their life at NIBM. They cherished the memories of the campus, the amazing professors who are a treasure themselves and the journey from SIP (Summer Internship Programme) to Placements which motivated the students.

❑ *Goonj (The Cultural Committee)*

During the year 2022-23, many initiatives were taken by the cultural committee. A brief description about the same is as follows.

❑ *Sree Krishna Janmashtami*

Janmashtami was conducted in the traditional style in the campus. There were pooja and distribution of sweets followed by 'Dahi Handi'. It was celebrated by all the students present in the campus along with the staff and faculty.

❑ *Fresher's Day*

A warm welcome for our juniors was given with fun-filled games and events followed by a feast and DJ night.

❑ *Navaratri*

Navaratri celebrations started with pooja and arati, which was followed by colourful and joyful dance performances by the students. The 'dandiya' night was full of fun and surprise gifts. A grand feast was also conducted as part of the Navaratri celebrations.

❑ *Diwali*

Being one of the biggest festivals of our nation, Diwali was celebrated for two days wherein one day was dedicated for fun, games and treasure hunt followed by 'Rangoli' design competitions the next day. The late evening / night of the second day was one of the most colourful nights in the campus when the whole sky was lit up with colourful flying lanterns and the ground with bustling crackers, followed by a scrumptious feast.

❑ *Christmas*

X'mas was celebrated by decorating the campus to welcome the portly and jolly Santa Claus, who distributed surprise gifts to the students. A wonderful crib for the remembrance of the birth of baby Jesus was also displayed..

❑ *New Year*

The New Year was ushered in the campus with great hope and joy by cutting cakes and having a feast. Everyone waited till 12.00 am around the campfire to welcome the new year together.

❑ *Holi*

The NIBM campus witnesses one of the biggest and most colourful celebrations during the festival of Holi. The day started with a huge 'Holika Dahan' that was followed by the festival of colours on the next day. All the students enjoyed having one of the most colourful days of their lives in addition to showcasing our culture to the international participants who were attending the executive training programmes of NIBM at that time.

❑ *Farewell Day*

The farewell function of the PGDM Batch 2021-23 saw hearty stage performances by the juniors thanking the seniors for all their support. This was followed by memento distribution for all the seniors. A grand feast and DJ night was organised to make this day truly the best.

Initiatives by the Fest Committee

During the year 2022-23 many initiatives were taken by the Fest Committee. A brief description about the same is as under:

❑ *Adhikosh (The Annual Institute Fest)*

Theme - Innovate, Digitalise and Revive

Adhikosh is the annual fest driven by NIBM's PGDM students. It is a combination of various events including a keynote address followed by technical competitions, panel discussions and fun activities. Bank of Maharashtra, Canara Bank, State Bank of India, Union Bank of India, Perfios and LoanTap sponsored the three-day event that featured five spectacular competitions which gave students a chance to showcase their managerial skills and knowledge in the areas of banking, finance, marketing, economics and business. Students from various business schools across the country actively participated in the fest that was conducted in physical mode in the campus. The event was officially inaugurated by the esteemed chief guest, Shri. Asheesh Pandey, Executive Director - Bank of Maharashtra on March 10, 2023. Prof. Partha Ray - Director, Prof. Arindam Bandyopadhyay - Dean (Academic Programme), faculty and students of NIBM were present in full strength at the inaugural ceremony.

The inaugural ceremony was followed by a panel discussion on 'The Hidden Risk in the Current Environment', moderated by Prof. Arindam Bandyopadhyay. The panel members included Shri. Mahim Srivastava - GM, Credit Risk at SBI, Shri. Mohan Sharma - Head, Operational and Outsourcing Risk at ICICI Bank, Shri. Nirmal P. K. - Unit Head, Operational Risk at HDFC Bank and Shri. Rajiv Jamuar - Assistant General Manager at Union Bank of India.



On day 2, the panel discussion was on 'Fintech Innovation for Financial Inclusion'. Dr. Deepankar Roy, Associate Professor - NIBM, opened the discussion by defining fintech. Shri. Mrigen Desai, AVP, Sales - Perfios, started with a brief overview of the technological improvements in the Indian financial sector and the emergence of new technologies like AI, ML, Cloud, etc. He emphasised on bringing our unbanked citizens to underbanked and then banked. Shri. Anurag Upadhyay, Programme Manager - Accenture, said that smartphone penetration is the key to achieve financial inclusion. He also stressed on the importance of financial literacy. Shri. Gautam Sinha, CEO - LTFLoW (LoanTap) observed that fintech and especially the payment landscape of India has been a phenomenal success in recent years. Shri. Vimal Saboo, CBO - Fibe, praised the Aadhaar system of India and elaborated on how banks are partnering with fintechs for achieving financial inclusion targets.

A keynote address on 'Strategic Leadership Challenges in Digital Banking' was given by Shri. S. Ganesh Kumar, Ex-Executive Director - Reserve Bank of India. The session was moderated by Shri. B. Ashok, Adjunct Faculty - NIBM. The all-India bank competition organised as part of Adhikosh witnessed engaging and insightful discussions on CBDC's role in financial inclusion. Overall, the event provided an excellent platform for participants to gain valuable insights and foster healthy debate on contemporary banking issues.

The final day of the fest began with the opening address by Prof. Arindam Bandyopadhyay, Dean (Academic Programme) & Principal (PGDM) - NIBM. Prof. Partha Ray, Director - NIBM, in his speech explained the importance of events like Adhikosh as students can learn with fun. He welcomed and introduced the keynote speaker, Shri. Hare Krishna Jena, MD - CCIL, who shared his interesting and unique views on controlled and uncontrolled risk along with life lessons on aging, young minds and significance of adulthood. He also discussed stock market trading, hedging, risk appetite and the dynamics of financial markets with the audience.

Shri. Anup Kumar Sinha, Chairman - Bandhan Bank in his valedictory address appreciated the concept of Adhikosh and encouraged students to participate as well as organize more such events. He highlighted the significance of young minds and their role in the Indian banking industry.

❑ *Colloquium (The Annual Tech Fest)*

Theme - Innovation and Transformation in Banking Industry

Colloquium, the annual technical fest conducted by the PGDM students of NIBM every year, serves as a confluence for the best tech minds in the country, facilitating the exchange of ideas and display of prowess through various events. It is rightly said that "the willingness to do creates the ability to do". Treading on the same line, the distinctive event was successfully organized on the 29th and 30th of October 2022 in online format for the technical competitions coupled with offline cultural performances. The event's theme, 'Innovation and Transformation in Banking Industry' perfectly aligned with the current economic and financial scenario of the country and the world. The title sponsors of the event were NPCI and Canara Bank, while the associate sponsors were Bank of Maharashtra, Karnataka Bank and Surya Fintech. Utkarsh Small Finance Bank was the banking partner.

The fest had the privilege to host Shri. A. B. Vijayakumar, Executive Director - Bank of Maharashtra and Shri. Gopalakrishna Samaga B., Regional Head, DGM - Karnataka Bank as the chief guests for the event, who kick-started the fest by enlightening the students regarding the role of technology systems in facilitating the growth of the Indian banking sector.

A panel discussion on the topic, 'Emerging Pillar II Risk under Digital Innovation' conducted after the inauguration ceremony of 'Colloquium' was moderated by Prof. Arindam Bandyopadhyay, Dean (Academic Programme) - NIBM. The panel members were Chief Risk Officers from leading financial institutions like HDFC, Canara Bank, Axis Bank, Utkarsh Small Finance Bank and Poonawala Housing Finance Corp.

Besides many student-driven activities like case study competition, equity valuation competition, etc.), there was also another stimulating panel discussion on 'Future of Global Payment Systems' with esteemed industry experts. Shri. Hargovind Sachdev, Independent Director - Climate Risk and Finance Council, USA as the Guest Speaker at Colloquium'22 enlightened the students with his insightful speech on 'Climate Risk: Impacts on Banks'.

The two-day fest was filled with knowledge-packed offline panel discussions, keynote sessions by industry veterans and interesting competitions that saw participation from India's leading B-schools.

❑ Sports Committee

Josh (The Annual Sports Event)



Udaan - The sports committee of NIBM-PGDM is the force behind the annual sports event 'JOSH' held in the campus. During the three days of the event students participated whole-heartedly in indoor and outdoor games like badminton, carrom, football, volleyball, basketball, table tennis, futsal, chess and kho kho. Prof. Partha Ray, Director - NIBM and Prof. Arindam Bandyopadhyay, Dean (Academic Programme) & Principal (PGDM) interacted with the students during the inaugural ceremony of the event and appreciated the display of healthy competition amongst the players during the games.

An IPL type of auction was held for the team selection of cricket and football separately, which required strategic thinking on the part of the students in addition to sound knowledge of the game and players.

Apart from 'Josh', the sports committee continued to keep the spirit of sports alive among the students of NIBM throughout the year by organising many events especially the volleyball competition where everyone irrespective of batch or skill was allowed to participate.



❑ Corporate Relations and Placement Committee

Vishleshan (Leadership Talk Series)

The leadership talk series Vishleshan acts as a bridge between the educational community and corporate world. It is a flagship program of the committee wherein industry experts are invited to give guest lectures on various topics. The speakers share their valuable insights and experiences. This gives the students an idea about how the corporate world is and what it takes to be a seasoned banking professional.

Vishleshan helps the students to keep in touch with the industry and adds to their overall development as they implement the suggestions and recommendations of the experts to prepare themselves for navigating the corporate world. The events conducted during the year 2022-23 are as under:

<i>No. Topic</i>	<i>Speaker</i>	<i>Company</i>
1. Mastering the Trading Game	Mr. Kunal Sodhani (Vice President)	Shinhan Bank (India)
2. Investment Management	Mr. Amit Kamath Vice President	BlackRock (India)
3. Trends in Indian Fintech Ecosystem	Mr. Ranjeet Rane Policy Research Consultant	Reserve Bank Innovation Hub (RBIH)
4. The Role of Finance and Transformation in Management Office to Close the Gap Between Strategy and Execution	1. Mr. Aman Deep, Director Financial Planning 2. Mr. Tek Singh, Director Strategic Initiatives, Planning and Governance	Wolters Kluwer (India)

NIBM Foundation Day and Student Events

The National Institute of Bank Management (NIBM) celebrated the completion of 53 years on September 24, 2022, since its establishment in 1969. A plethora of sports events and cultural performances were organized by students and faculty members. The highlight of the event was the online keynote speech by the chief guest, Dr. Naushad Forbes, Co-Chairman - Forbes Marshall and the opening address by Prof. Partha Ray, Director - NIBM. . The momentous day ended with a grand Tug of War event wherein the students, faculty and the administration staff took part sportingly. Nevertheless, it was a great learning exercise for the students understand leadership roles and importance of teamwork.

E-Cell (The Entrepreneurship Cell)

The entrepreneurship committee of NIBM better known as 'E-cell' is a student-driven body operating under the guidance of experienced NIBM faculty members. The objective of the cell is to inculcate innovation and design thinking amongst the students. The committee works towards boosting the entrepreneurial culture within the institution. It nurtures ideation, innovation and implementation by hosting relevant workshops, speaker sessions and panel discussions under the heading of 'E-talks'.

The major events organised by E-cell are highlighted below:

Pragnya (The Intra-College Business Quiz Competition)

The E-cell organized the intra-college business quiz competition, 'PRAGNYA' on the eve of NIBM Foundation Day (i.e. September 23, 2022). The competition got a huge response from students as over 90 students took part in the quiz.

National Entrepreneurship Challenge (NEC) 2023

The National Entrepreneurship Challenge (NEC) 2023, a national level competition, was successfully conducted from January 24, 2023 to March 18, 2023. The challenge was to devise potential solutions to problems that exist in the market which could be solved through joint efforts by employing entrepreneurial principles, processes and operations.

The winners were selected after clearing the following rounds:

Online Quiz - A total of 123 participants from different colleges like IIMs, NITs, IIFT, IIT Bombay, IIT Delhi, IIT BHU, DU and other premium B-Schools registered for the first round that comprised an online quiz.

Submission Round - For this round, 35 teams were shortlisted as they had identified their focus areas and a relevant problem for which they had devised solutions that were socially acceptable, innovative and profitable.

Presentation Round - The top 5 shortlisted teams presented their solutions to the jury and the winner was selected based on the feasibility and impact scores. The jury comprised Ms. Savitha Reddy, Founder - LanguageStation, Mr. Anil Jayaprakash, Founder - Assert, and Mr. Swapnil Shende, Director - Rssquarz Tech Solutions Pvt. Ltd.

Vartalaap (A Talk with Innovative Entrepreneurs)

E-cell successfully conducted 'Vartalaap: A Talk with Innovative Entrepreneurs' on March 18, 2023 at the NIBM campus. The chief guest of the event Shri. Anil Swarup (Retd. IAS Officer), former Secretary, Ministry of Coal - Govt. of India, and presently, Founder & Chairman - Nexus of Good, spoke on the topic 'Inculcating Entrepreneurship in the Young Generation'.

Prof. Partha Ray, Director - NIBM introduced the guest speaker, Shri. Anil Swarup and emphasized on the importance of E-Cell. In his address, Shri. Anil Swarup shared his experiences while working as an IAS Officer and highlighted the ethical dilemma of a civil servant. He explained the importance of being an optimist and understanding the basic principles of management. He asked the students to stop wasting time on things beyond human control. During the interaction, Shri. Swarup answered various questions posed by the students. The event concluded with a vote of thanks by Dr. Naveen Kumar, Associate Professor - NIBM.

Konsult (The Consulting Club)

Konsult is the consulting club of NIBM. It leverages the institute's pre-existing consulting reputation along with its synergy of research and training expertise to equip the students with the skills, connections and problemsolving acumen required to thrive in the highly competitive and challenging world of consulting. The club is currently taking on challenges from B-School student bodies, NGOs, NBFCs, Fintechs, Startups and entrepreneurs. The club conducted its annual all-India case study competition - 'KONQUEST' on March 19, 2022 during the club's annual conclave, 'NUCLEYA'.

The competition's goal is to provide students from all over the country with a chance and thrilling experience of competing against one another by demonstrating their consulting expertise. It was a three-stage online event, with preliminary quiz round, case submission round, and the final case presentation round. The judges of the competition were Ms. Rachna Dixit and Mr. Koshy Thomas. The originality of the subject, depth of investigation / analysis, and presentation of the content were the assessment criteria.

Live Project: The club is conducting an ongoing live project named 'Konsult Strategy Live Project' since 2023 wherein students from all over India get the opportunity to complete a live project with interactive sessions and assignments to help them hone their consulting skills by being part of various project phases ranging from data gathering to company and industry analysis. The students enrolling for this live project would be provided with a certificate of recognition by the institute for their contribution to the project. The certificate would not only give confidence to the student about his / her project management capabilities but also add weight to their resume.

VittArth (The Finance Club)

VittArth is an initiative by the PGDM students to present and share well-researched insights and informed views on the economy, banking sector, and financial markets pertaining to India and the world in general through its weekly / fortnightly / monthly / quarterly online newsletter. Additionally, it also covers company news coupled with industry analysis.

VittArth has the following 5 verticals:

- (i) Arthanomics covers issues and policies impacting the Indian and global economy.
- (ii) Banking briefly covers the major trends and events in the banking sector.
- (iii) Industry Analysis encompasses the comprehensive analysis of different industries.
- (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 developments of the week vis-à-vis the economy, banking and markets with crisp news bytes.

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

- Live Projects: The club in collaboration with Vittnivesh, the investment club of NIBM and Konsult, the consulting club of NIBM conducted live projects in the domain of credit risk, ALM (Asset Liability Management), financial modelling, equity research and strategy, which received an overwhelming response from the participants.
- The club also increased its followers on LinkedIn to 8000+ members.
- Many students from colleges across the country and professionals like CFAs have shown interest to publish their articles in the VittArth newsletter.

Vittnivesh (The Investing Club)

'Vittnivesh', the investment club started by the 2019-21 PGDM Batch has been actively engaged in a variety of activities aimed at fostering financial literacy, promoting investment knowledge and providing practical investment opportunities for its members. The club has now expanded to seven active verticals that include preparing and uploading monthly newsletters on financial topics and relevant current affairs which are shared with LinkedIn followers, faculties and esteemed alumni.

The club actively seeks to impart financial discipline and money management skills to the student community through initiatives such as social media posts, industry reports and stock picks. In line with this objective, the club conducted a webinar featuring industry expert, Mrs. Namita Patel, Founder - Fincode Education Pvt Ltd during the 'World Investor Week'. The club conducted a webinar. The online lecture / session shed light on 'Stock Market & Alternative Investment Products.' Additionally, the club hosted a guest session by Dr. Teerthankar Patnaik, Chief Economist - NSE, who spoke on the topic of 'Retail Investments in India.'

'Vitnivesh' has a strong online presence, with a LinkedIn community of nearly 5,000+ followers and 1,100+ followers on Instagram. Through these platforms, the club shares updates, articles and relevant knowledge to further educate and engage its audience.

Apart from the above, the club operates verticals such as Equity Report, Stockgro Leagues, Trading Charts, Monthly Duo and Weekly Closing Bell. These verticals contribute to the club's mission of imparting financial awareness among its members and the wider student community.

In March 2023, the club organized live projects on the topics of financial modeling and equity research. These projects gained significant attention from students across the country, highlighting the club's commitment to provide practical learning and investment opportunities in the field of finance thereby creating a vibrant community of young investors not just limited to the campus.

F. Convocation

The institute conducted its Sixteenth convocation of the Post Graduate Diploma in Management (Banking & Financial Services) [PGDM (B&FS)] on July 7, 2022, in virtual mode, after a hiatus of over two years due to the Covid-19 pandemic.

Shri Shaktikanta Das, Governor - Reserve Bank of India and Chairman - NIBM Governing Board, presided over the convocation ceremony. The Guest of Honour was Prof. M. S. Sriram, Faculty - IIM Bangalore and Member - NIBM Governing Board. The Honourable Governor conferred the certificates to the students of three batches of the PGDM course (2018 - 2020, 2019 - 2021 and 2020 - 2022) at the event. Fifteen gold medals were awarded to the top rank holders of these batches.



G. Campus Placements



The PGDM 2021-23 Batch continued the trend of 100 percent placement record of the institute as all the students from the batch were placed with significantly higher median and average salary compared to previous years.

The average package for the 2021-23 batch was 15.22 LPA with a hike of 34% compared to the previous year. Highest package offered was 23.5 LPA while for the top 10% of the batch, the average package was 22.44 LPA. The average compensation for the top 50% of the batch stood at 18.25 LPA and 35 students received pre-placement offers from leading banks and

FIIs. Twenty five organizations including banks, financial institutions and consulting firms recruited from the campus.

Students were recruited across all the major verticals and profiles, i.e., Credit Manager; Audit Manager; Risk Analyst; Credit Risk Manager; Market Risk Manager; Operational Risk Manager; Integrated Risk Manager; Retail Credit Strategy and Control Manager; Senior Consultant; Internal Audit Manager; Finance Analyst; Associate Consultant; and Business Analyst.

Recruiters for PGDM 2021-23 Batch were as follows:

Airtel Payments Bank, Bank of America, Bank of America Continuum, Barclays, Cholamandalam Investments and Finance Company, Cognext, Cognizant, CSB, Edelweiss Financial Services, Ernst & Young, Fincare, Fullerton India, Godrej Capital, HDFC Bank, HSBC, Kotak Mahindra Bank, Natwest Group, Poonawala Housing Finance, Protiviti, PwC India, Share Microfinance, State Bank of Mauritius, Tata Capital, Wells Fargo and YES Bank Ltd.



Sector-Wise Placements

No.	Type of Organization	Placement (%)
1	Banks	52 %
2	Consulting Firms	20 %
3	Financial Services / NBFC	28 %

Summer Internship for Junior Batch PGDM 2022-24

The junior PGDM 2022-24 batch is presently on course to complete their first year course (term 3); after which they will go for summer internship. All 130 students of PGDM 2022-24 have been placed for summer internship with average stipend of Rs. 40,000 per month. The summer internship project period would be during April 17, 2023 - June 9, 2023.

H. PGDM Publications

NIBM Vista

'NIBM Vista' is the quarterly newsletter created and published by the PGDM students. Vista exudes the dynamic essence of the PGDM programme through unique offerings to the readers. It comprises exquisite and insightful articles pertaining to the world of banking and finance, authored by the faculty members and alumni. The newsletter also reports and elaborates on the various NIBM events and programmes conducted in the respective quarter along with creative inputs of the students in the form of literary writing, photography and painting skills. In its entirety, Vista is the collective memoir of the PGDM students who wish to be multidimensional bankers of the future.

Defendium

'Alfaaz', the literary committee had organised a literary competition, 'Defendium', between February, 7 - 13, 2022. The theme of the competition was to defend a controversial stance taken by your favourite fictional figure. Students from both the PGDM batches competed and shared their thoughts on characters from popular Hollywood movies, history and mythology. The competition was held online and its objective was to direct and empower students towards the creative path of writing and voice expression whilst raising relevant questions and understanding different life perspectives through the facets of fiction and history. Participants were judged on the basis of accurate grammar, flow of language, creativity and argumentation. All in all, the event turned out to be a grand success.



I. Industry Talks & Lectures

Industry Leadership Talk for Students

Several lectures and interactive sessions by industry experts and academicians of repute were held for the students and faculty.

Dr Tirthankar Patnaik, Chief Economist - NSE, addressed the students on the topic "Retail Investments in India" on February 13, 2023.

Shri Ambarish Dasgupta, Senior Partner - Intueri Consulting LLP shared his views with the students on the topic 'Geo-Political Risk and Future of the Financial Sector' on February 17, 2023.



Dr. Ashima Goyal, Emeritus Professor of Economics - Indira Gandhi Institute of Development Research (IGIDR), addressed the faculty and students on 'Lessons from Outperformance in India's Financial Sector' on July 15, 2022. This session was conducted in hybrid mode.

Shri. Supratim Bandyopadhyay, Chairperson - PFRDA, addressed the faculty and students on the 'New Horizons in Pension Reforms: NPS in India' on October 10, 2022. This lecture was conducted in the campus.

Shri Sandip Ghose, Former Director - National Institute of Securities Market (NISM) and Former CGM - RBI delivered a lecture on 'Importance of Personal Branding and Skills Required to Navigate the 21st Century Successfully' on November 11, 2022, which was attended by both PGDM students and faculty members.

J. Universal Human Values (UHV) Course

As per the AICTE mandate as well as the New Education Policy (NEP) norms, NIBM introduced a new module on Universal Human Values (UHV) for the 2023 PGDM batch on January 30, 2023. Prof. Partha Ray, Director - NIBM, and Prof. Arindam Bandyopadhyay, Dean (Academic Programme) & Principal, PGDM (B&FS) - NIBM, inaugurated the programme and impressed upon the students the importance of these sessions and the role of human values in leading a successful life. The course coordinators, Dr. Sarita Bhatnagar and Dr. Elizabeth James explained to students the immense potential that they need to explore as human beings. There will be around eight sessions in this course, based on the AICTE guidelines. These objective of these sessions is to offer holistic, value-based education to students for the betterment of the nation. The entire course was covered in 8 sessions for both the batches which included group presentations as well.

K. Admissions for PGDM 2023-25 Batch

The admission process for the new batch has been initiated. The last date for submission of application following the AICTE norm is April 20, 2023. As of March 31, 2023, the institute has received 3000 paid applications. The target batch size is 132 and the fee per student per year is Rs. 8 lakh.

L. Academic Collaborations

Collaboration with Chartered Market Technician (CMT) Association, USA: An interactive guest session on the topic 'Evolving Market Scenario and Application of Technical Analysis' was held at the campus on March 13, 2023. The speaker, Mr. Joel Pannikot, Head - CMT Association (Asia-Pacific) and MD - CMT Pvt. Ltd, engaged the students by utilizing various interesting anecdotes to evoke the curiosity of the students and at the end, students were made aware of NIBM'S partnership with CMT Association. He also highlighted the scholarship offers that can be availed by the students.

Collaboration with CFA Institute, USA: NIBM has an academic collaboration with the CFA Institute University Affiliation Program. This collaboration makes NIBM eligible to receive a limited number (6) of CFA Program Student Scholarships each year. The scholarship selection deadline is July 2023 for the current junior batch (2022-24). An elective on Corporate Ethics (1.5 credit) has already been introduced in the NIBM course curriculum by Dr Dipali Krishnakumar, Associate Professor - NIBM. An engaging session with the students (PGDM 2021-23) by Dr. Andrew Stotz, CFA, on the topic 'Applying Quantitative Tools and Traditional Research to Enhance Stock Selection and Portfolio Performance' was arranged on November 4, 2022.

M. Academic Council (AC) Meeting

The Academic Council (AC) as a subcommittee of the NIBM Governing Board would be henceforth responsible for all the educational and training programmes (i.e. Executive Training Programmes including E-Certification, Academic Programmes and Research) offered by the institute. The first meeting of the Academic Council was held on February 16, 2023. A brief about the purpose and activities of Academic Council was given by Prof. Partha Ray, Vice Chairman - Academic Council and Director - NIBM. The Academic Council (earlier known as PGDM Executive Council) will play an advisory role as a subcommittee of the governing board. Prof. M. S. Sriram, Chairman of the Council extended a warm welcome to the members and briefed them about role and mandate of the council. Prof. Arindam Bandyopadhyay, Dean (Academic Programme) presented a report on the Post-Graduate Diploma in Management (B&FS). The key functions of PGDM, its history, intake, placements of the 2021-23 batch, summer internships for the 2022-24 batch and other details including the various student activities were described to the members.

N. Establishment of Innovation Council (IC)

The institute established the Innovation Council (IC) on March 24, 2023 for identifying and rewarding innovation in order to encourage and direct the creative energy of the NIBM student fraternity to work on new ideas and transform them into reality.

Research Activities

The following research initiatives were undertaken during AY 2022-23.

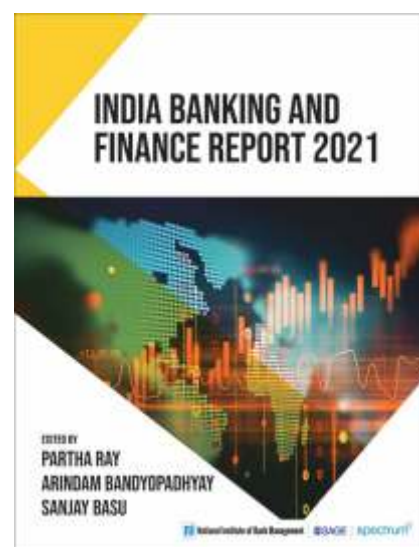
1. Conference on Money, Banking and Finance

NIBM conducted a Conference on Money, Banking and Finance on July 1, 2022. Dr. Michael D. Patra, Deputy Governor - RBI, and Chairman - NIBM Standing Committee, delivered the keynote address and also released the 'India Banking and Finance Report (IBFR) 2021'. Several luminaries from the BFSI sector, viz., Shri. G. Mahalingam, Former Whole-Time Member - SEBI, Shri. Asheesh Pandey, ED - Bank of Maharashtra and Dr. Samiran Chakraborty, Chief Economist - Citibank, India participated in a panel discussion during the conference.



2. IBFR 2021

The first edition of India Banking and Finance Report (IBFR) was released on July 1, 2022 by Dr. Michael D. Patra, Deputy Governor - Reserve Bank of India. IBFR 2021 presents a lucid yet rigorous discussion on the key facets of the banking and financial sector in India. Written primarily by the faculty of National Institute of Bank Management (NIBM), Pune, the report covers a wide spectrum of issues ranging from contemporary macro-financial perspectives against the backdrop of the pandemic to leadership concerns in Indian banks. The list of subjects included is topical, comprising corporate governance challenges, mergers and acquisitions, problems and prospects of the Bad Bank, latest risk management concepts and frontiers, sectoral studies, digital transformation and leadership paradigms. The report seeks to highlight the emerging challenges and opportunities in the banking and financial sector, glean important lessons from the past, and in some cases speculate on the way forward. It emphasizes on a blend of internal strategies, regulatory reforms and public policy initiatives. The report will stimulate enlightened dialogues on the theoretical, empirical and practical aspects of bank management in India.



3. Monthly Seminars

During the year, nine faculty members and seven external experts shared their work as part of the monthly NIBM Research Seminar Series. An online workshop on Thinking and Publishing Research was also organized on April 29, 2022. Dr. Prithwiraj Nath (Professor of Marketing and Director of Research, Department of Marketing, Operations and Systems (MOS) - Newcastle Business School, Northumbria University) and Dr. Saibal Ghosh (Advisor to Governor - Qatar Central Bank) addressed the faculty members during the event. In addition, eminent academicians like Prof. Ajit Dayanandan (Professor of Finance, Accounting and Finance - University of Alaska Anchorage, US), Prof. Kumar Dasgupta (Judge Business School - University of Cambridge, UK), Prof. R. Nagaraj (CDS and IGIDR) and Dr. Nirupama Kulkarni (Senior Research Director, CAFRAL - RBI) visited NIBM and shared their research findings with the faculty in the seminars organised on their behalf.

4. Academic Visitor

The NIBM Review Committee has advised the management to create Academic Visitor positions. Under this scheme, NIBM may invite established (Indian) researchers from India and abroad to spend some time at the institute and help NIBM faculty to conduct quality research in specific areas. The institute will pay for local travel and hospitality, but there will be no honorarium. The scheme has been implemented from July 2022 onwards. During the year under review, Dr. Ajit Dayanandan (July 2022), Dr. Saibal Ghosh (October 2022) and Prof. Kumar Dasgupta (November 2022) made academic visits to NIBM.

5. Shadow Monetary Policy Committee

An internal Shadow Monetary Policy Committee (ISMPC) has been formed at NIBM. During the year, it has made seven presentations to faculty colleagues after each of the monetary policy announcements by RBI, since April 2022. Its terms of reference are:

- To meet after the monetary policy announcement of the RBI to discuss its macroeconomic implications and outlook for the BFSI sector in India.
- To organize a panel discussion for the faculty and student community at large, in order to share its views on macroeconomic developments, implications of monetary policy announcements for the BFSI sector and the way forward.

The ISMPC deliberations have yielded two book chapters, three NIBM working papers and one op-ed so far.

6. Integrated Finance Lab

The 2019 NIBM Review Committee had recommended that the institute's computer labs should have advanced software and sophisticated databases like Prowess, BankScope, Bloomberg, SPSS, Stata, etc. to facilitate simulation and data analysis. In this context, the concept and creation of the Integrated Finance Lab was an important step forward. It was a Golden Jubilee initiative of the institute aimed at an improvement in the quality of research at NIBM. The lab was inaugurated by Dr. Michael D. Patra, Deputy Governor - RBI on July 1, 2022. It is presently equipped with state-of-the-art software packages



(EViews, Stata, @RISK and SPSS), databases (CMIE Prowess and ACE Equity) and terminals (Reuters Eikon / Refinitiv Eikon) to facilitate rigorous theoretical and empirical work in banking and finance. The lab is the base for the institute to conduct empirical and experimental research on banking and finance. Seminars, workshops and conferences in these domains are also envisaged under its aegis.



7. Case Development Centre

A Case Development Centre (CDC), has been established in April 2022. Development of good cases also requires substantial background research and such skills would be imparted to the students and faculty alike by the centre. It has already organized a few workshops that were conducted by faculty members from IIMs on the art of writing insightful and instructional case studies. So far, it has published two cases written by NIBM faculty members. The number is expected to increase substantially in 2023-24.

8. NIBM Working Paper Series

The series has been revived. These Working Papers are intended to facilitate wider dissemination of NIBM research output for discussion and comments by internal and external experts. Four Working Papers were published in 2022-23.

9. NIBM Policy Research Paper Series

The NIBM Policy Research Paper Series constitute a subset of the NIBM Working Paper Series. The goal is to promote prompt and non-technical discussions on important policy announcements by market regulators and governments across the world. Seven Policy Research Papers were published during the year.

Consultancy Projects

NIBM has been providing vital and valuable services to the banking and financial sector for addressing the various emerging and challenging issues faced by the industry. The institute generally plays a facilitating role in providing independent, practical and advisory support to the banks / FIs, and has successfully completed many important consultancy assignments in the risk management, HR and strategy domains during the year 2022-23.

I. Canara Bank

Consultancy Project for Validation of Newly Developed Rating / Scoring Models of Canara Bank
– Dr. Tasneem Chherawala (Coordinator), Prof. Arindam Bandyopadhyay and Dr. Dipali Krishnakumar

NIBM successfully completed the consultancy project on 'Validation of Canara Bank's Newly Developed Internal Rating / Scoring Models' in November 2022. This comprised detailed quantitative and qualitative evaluation of the bank's models used for rating their SME and retail credit, and also their quarterly review models for large exposures.

II. Commonwealth of Learning (COL), Canada

Capacity Building of Business Correspondent Agents for Digital Financial Inclusion and Inclusive Growth through ICT and Open & Distance Learning (ODL) Models for Commonwealth of Learning (COL), Canada – Dr. Naveen Kumar K. (Coordinator & Principal Research Investigator)

The Business Correspondent Agents (BCAs) are one of the widely used branchless delivery channels in the banking sector for financial inclusion. It is estimated that more than 3.5 million BCAs are operating in urban and rural areas of the country (RBI, 2023). However, the capacity building of the BCAs has remained an area of concern for the government, central bank, commercial banks and other stakeholders in the ecosystem. Hence, the current business model requires drastic restructuring in order to build a financially viable and sustainable BCA network based on alternative income sources for agents from the banking, agriculture and MSME sectors. In this context, the project team has developed an ICT-based ODL MOBI-MOOC model (mobile app) for the capacity-building of the BCAs in the state of Tamil Nadu.

The learning material is developed in English and translated into Tamil language for creating voice messages and videos. With the help of Mobi-MOOC (Mobile Massive Open Online Courses - 'Let's Reach' app developed by VoiceSnap, an IT company), 1028 BCAs and their supervisors underwent the capacity-building exercise. Though the programme was conducted for a short duration (April 2022 - June 2022), the outcomes of the intervention (Endline Survey) showed significant improvement in financial and digital literacy, BC business management, learnability, etc.

III. HDFC Credila Financial Services Ltd.

Consultancy Project on Validation of Credit Scoring Model for HDFC Credila Financial Services Ltd.

– Dr. Smita Roy Trivedi (Coordinator), Dr. Tasneem Chherawala, Dr. Arindam Bandyopadhyay and Dr. Alka Vaidya

NIBM undertook a project on validation of HDFC Credila Financial Services Limited's underwriting model for education loans. The validation exercise was carried out with the support of HDFC Credila's team. In the qualitative validation of the model, major aspects like transparency and completeness of documentation, volume and range of available data, sample representativeness, logic for selection of variables and the measures taken to ensure data quality were vetted. In the quantitative validation exercise, in-sample and out-of-sample model performance in terms of discriminatory power were checked based on best-practice indicators. Various constructive model refinement recommendations were made based on the validation results. The consultancy project was completed in October 2022.

IV. Punjab & Sind Bank, New Delhi

Consultancy Project for Validation of ICAAP Document for Punjab & Sind Bank

– Dr. Kedar nath Mukherjee (Coordinator), Prof. Arindam Bandyopadhyay, Dr. Tasneem Chherawala, and Shri. N. K. Singhal (Industry Expert)

NIBM was entrusted to examine the ICAAP document of the bank from all aspects and ensure that it addresses the bank's present capital requirements, risk and Pillar 2 issues. The project team vetted the document in terms of its scope, structure and content in order to ensure that it is in compliance with the extant RBI guidelines. Additional inputs were also provided to the client to improve and extend the scope of the ICAAP document so that procedures and standards laid out in the ICAAP document are not only robust, but also 'future-ready'. The final report submitted to the bank comprised two parts. The first part of the report highlighted the complete validation exercise covering Bank's Capital Planning and Business Projections; Pillar I Risks; Pillar II Risks; Stress Testing; and Risk Appetite. Some additional guidance and suggestions for future refinements towards the risk measurement frameworks, especially for the Pillar II risks, were included in the second part of the report.

V. The Rajasthan State Co-operative Bank Ltd. (The RStC Bank)

Comparative Analysis of CBS Implemented by the Rajasthan State Co-operative Bank Ltd. with those Implemented by Other States with NABARD Initiatives – Dr. Deepankar Roy (Coordinator), Dr. Alka Vaidya and Mr. Gautam Sen (Ex-NABARD)

The Rajasthan State Co-operative Bank Ltd. (The RStC Bank) is an apex institution of the District Central Co-operative Banks (DCCBs) functioning in Rajasthan. The bank plays a key role in offering innovative financial products along with varied range of services to serve the people of Rajasthan and it also acts as a mentor to various DCCBs in the state. NIBM was assigned a consultancy project by the bank to conduct comparative analysis of the Core Banking Solution (CBS) implemented by it with those implemented by other states with the help of NABARD. The study was conducted by reviewing various CBS modules to find the gaps, if any. Extensive discussions were held with the stakeholders including users from branches, head office and vendor representatives. The report submitted to the bank presents the analysis of the existing CBS and makes a few recommendations based on industry best practices.

Publications

(a) Journals Published by NIBM

(i) *Prajnan: Journal of Social and Management Sciences*

Prajnan is a quarterly double-blind peer reviewed journal in the area of social and management sciences with a special reference to banking and finance. It has completed 49 years of service in disseminating new ideas and original research based work in various sub-domains of social and management sciences. The journal is listed and abstracted in global electronic databases like EBSCO and ProQuest for wider dissemination of its contents apart from being linked to Google Scholar and Indian Citation Index (ICI). Above all, it is also listed in the UGC CARE List thereby ensuring that it is fully covered by all major indexation databases. The ISSN of the journal is 0970-8448 and is registered with the Registrar of Newspapers for India under number: 20878/71.

The Editorial Advisory Board of our flagship journal has been reconstituted. Three eminent personalities, viz., Shri. N. S. Viswanathan (Former Deputy Governor - Reserve Bank of India, and Senior Fellow, Public Policy - IIM Bangalore), Dr. B. Sambamurthy (Former Director & CEO - IDRBT Hyderabad) and Dr. Geeta Gouri (Former Member - Competition Commission of India), have joined the board. With their sage counsel, Prajnan is expected to sparkle even further. A new Editorial Committee has also been formed for the journal. This committee consists of fifteen distinguished academicians and practitioners from reputed Indian and international institutions. The editorial team at NIBM will be working in tandem with the esteemed panel of external experts to ensure that Prajnan continues to flourish.

Prajnan Volume 51 was published under the editorship of Prof. Sanjay Basu with editorial support from Dr. Dipali Krishnakumar, Dr. Gargi Sanati and Dr. Smita Roy Trivedi. The journal has an in-house design and production team whereas the printing is outsourced. It is published by Prof. Partha Ray, Director - NIBM. Many insightful research based papers, informative brief articles on contemporary issues as well as book reviews were published during the year.

Details of Volume 51 (Nos. 1-4) of Prajnan

<i>Issues</i>	<i>Papers</i>	<i>Book Reviews</i>
April-June 2022	5	1
July-September 2022	4	1
October-December 2022	5	0
January-March 2023	4	2
	18	4

(ii) Vinimaya

It is a quarterly journal for publishing articles that are relevant and useful to various stakeholders, particularly practitioners in the BFSI sector. During 2022-23 efforts were made to publish articles on most recent developments and policies. The topics covered during the year included Accounts Aggregator Framework, Collapse of FTX, Internationalisation of Indian Rupee, Lending for On-Lending, India's Bad Bank, Nobel Laureates in Economics 2022, etc. Four issues were published as part

of Vol. XLIII (April 2022 - March 2023) comprising a total of 23 articles during the year. The journal is uploaded on the NIBM website and made accessible to all interested readers at free of cost. During the year Dr. M. Manickaraj was the editor of the journal whilst Dr. Naveen Kumar K. and Dr Elizabeth James were members of the editorial team.

(b) Books, Papers/Articles Published in Journals and Magazines by NIBM Faculty

(i) Books

1. "Basic Statistics for Risk Management in Banks and Financial Institutions", Oxford University Press, UK, May 2022. <https://india.oup.com/product/basic-statistics-for-risk-management-in-banks-and-financial-institutions-9780192849014?> – Arindam Bandyopadhyay
2. "India Banking and Finance Report (IBFR) 2021", Sage Publications, Co-Editor – Arindam Bandyopadhyay, Partha Ray & Sanjay Basu
3. "International Trade Finance and Forex Operations: Theory and Application"; Routledge / Taylor & Francis Group (Forthcoming; Proposal acceptance date: October 27, 2022) – Gargi Sanati

(ii) Published Papers and Articles

1. **Arindam Bandyopadhyay (2022)**, "How Should Banks Estimate Their Expected Loan Loss Provisions to Survive in Difficult Times?", *Economic & Political Weekly*, Vol. 57, Issue 22, pp. 13-16, May 28, 2022. [ABDC: B].
2. **Arindam Bandyopadhyay (2022)**, "Loan Level Loss Given Default (LGD) Study of Indian Banks", *IIMB Management Review*, Vol. 34, Issue 2, pp. 168-177, June 2022, ELSEVIER, IIM Bangalore. DOI: <https://doi.org/10.1016/j.iimb.2022.06.003>. [ABDC: B].
3. **Arindam Bandyopadhyay (2022)**, "Bank Financial Performance and its Linkage with Capital: A Dynamic Panel Data Analysis of Public Sector Banks in India", *Indian Economic Journal (IEJ)*, Vol. 70, Issue 3, pp. 437-451, September 2022, SAGE, Indian Economic Association. DOI: <https://doi.org/10.1177/00194662221104752>. [ABDC: B]
4. **Arindam Bandyopadhyay (2023)**, "Predicting the Probability of Default for Banks' Expected Credit Loss Provisions", *Economic & Political Weekly*, Vol. 58, Issue No. 10, pp. 15-19, March 11, 2023. [ABDC: B].
5. **Naveen Kumar K (2022)**, "Beyond Financial Inclusion Access and Impact of Micro finance plus Services lessons from rural India", *Finance India*, 36 (2), 2022. (ABDC, 'C' category)
6. **Naveen Kumar, Savitha, B & Shelley, A (2022)**, "Health Services Avoidance and Self-Treatment During the COVID-19 Pandemic: Evidence from rural India", *Asia Pacific Journal of Health Management*, 17(2), 2022. (ABDC, 'C' category)

7. **Smita Roy Trivedi (2023)**, "Into the Unknown: Uncertainty, Foreboding and Financial Markets", *Asia-Pacific Financial Markets*, Springer (Online Published date: 11 April 2023). (ABDC 'C' category)
8. **Gargi Sanati, Anup Kumar Bhandari & Rudra Prosad Roy (2022)**, "Distinctive Pay-off of Packing Credit and Alternate Bank Credits for Large and Small Exporters of India: A Non-linear Approach", [Forthcoming; Accepted for Publication on December 30, 2022; Global Business Review (ABDC-C)]
9. **Naveen Kumar K, Basri Savitha & Iqbal Thonse Hawaldar (2022)**, "Continuance intentions to use FinTech peer-to-peer payments apps in India", *Heliyon*, Volume 8, Issue 11, November 2022. (Q1 Quartile and SCOPUS Indexed)
10. **Kaushik Mukerjee (2023)**, "Cab-sharing services and transformation expectations of consumers: the moderating role of materialism", co-author, *Benchmarking: An International Journal*, Vol. 30 No. 1, pp. 234-255.
11. **M Manickaraj & Elizabeth James (2022)**, "Lending by banks to NBFCs for On-lending to Priority sectors: Recent RBI Guidelines and Way Forward", *Vinimaya*, Vol. XLIII, No. 1, pp 20-26.
12. **Richa Verma Bajaj, Sagarika Rastogi & Rhythm Kumar (2022)**, "Credit Portfolio Assessment of Domestic-Systemically Important Banks", *Economic and Political Weekly*.
13. **Sarita Bhatnagar (2022)**, "Technology Evolution and Emerging Banking Models", *IUP Journal of Bank Management*, Vol.21, No.2, May 2022, ISSN: 0972-6918.

(iii) Conference Presentations

1. **Dipali Krishnakumar (2022)**, Do Emerging Markets Evaluate M&A Correctly: Evidence from India, Authors - NK Chidambaran, Dipali Krishnakumar & Madhvi Sethi, paper presented in Contemporary Issues in Emerging Markets Conference (CIEMC 2022) at IIM Bodhgaya (online mode) on October 28 – 29 2022.
2. **Richa Verma Bajaj (2022)**, Income and Risk- The changing Regulatory Landscape, presented in Contemporary Issues in Emerging Markets Conference (CIEMC 2022), October 28-29, 2022, organised by Indian Institute of Management, Bodhgaya.
3. **Gargi Sanati (2023)**, Operational Efficiency in the Presence of Undesirable Byproducts: An Analysis of Indian Banking Sector under Traditional and Market-Based Banking Framework, Workshop on the 75th Year of Productivity Growth in India, February 24-25, 2023, Centre for Development Economics, Delhi School of Economics, Delhi.

(iv) Newspaper Articles

1. **Arindam Bandyopadhyay (2023)**, New Bad Loan Provision Rules are Good for Banks (with Soumya Kanti Ghosh), *Mint*, February 27, 2023.
2. **Purushottam Sharad Bedekar (2022)**, How to Accumulate Funds for Achieving your Financial Goals, *Sakal Money*, June, 2022.
3. **Purushottam Sharad Bedekar (2022)**, Ways of Tax Planning and importance of becoming Smart Taxpayer, *Sakal Money*, July, 2022.
4. **Purushottam Sharad Bedekar (2022)**, Benefits of implementation of International Fund Settlement in Indian Rupees, *Sakal Money*, August, 2022.

5. **Purushottam Sharad Bedekar (2022)**, Importance of Keeping Oneself Updated and Continuously Learn New Things for Ensuring All Round Development, Taking Inspiration from Lord Ganesha, Sakal Money, September, 2022.
6. **Purushottam Sharad Bedekar (2022)**, Buying a Home is more Emotional Decision than Financial. We should thoughtfully consider the options of Buying Vs Renting House, Taking into Account Various Aspects that may Impact Your Life, Sakal Money, October, 2022.
7. **Purushottam Sharad Bedekar (2022)**, Impact of Inflation on Citizens as well as Economy. Whether Inflation is Essential for Growth, Sakal Money, November, 2022.
8. **Purushottam Sharad Bedekar (2022)**, BImportance of Systematic Investment Plans for Achieving your Dream Goals. Tips for getting Best Out of It, December, 2022.
4. **Purushottam Sharad Bedekar (2023)**, We should also consider the economic suitability while match making. While doing financial planning, husband and wife should be on same page and know each and every thing regarding the financial status as well as details, Sakal Money, January, 2023.
5. **Purushottam Sharad Bedekar (2022)**, International Trade Settlement in Indian Rupee: A boon for Indian Exporters/ Importers, Pune Management Association Newsletter,

(c) Working Papers

1. **Sarita Bhatnagar (2022)**, Digital Disruptions and Transformation of Bank Marketing
2. **Sanjay Basu & Swapnendu Bandyopadhyay (Banerjee) (2022)**, Relationship Banking, Monitoring Costs and Loan Recovery: A Matching Model
3. **Arindam Bandyopadhyay (2022)**, Prudential Norms on Capital Adequacy - Primary (Urban) Co-operative Banks (UCBs)
4. **Sanjay Basu (2022)**, Basel III Capital Regulation - A Brief Discussion
5. **Naveen Kumar K & Sarita Bhatnagar (2022)**, Demystifying the Role of Cooperatives Banks in Financial Inclusion: Study on Emerging Microfinance Business Model from India
6. **Smita Roy Trivedi (2022)**, Impact of Recent MPC Announcements on Equity and Forex Markets
7. **Jiji T Mathew (2022)**, RBI's Post-Covid Monetary and Liquidity Measures: Impact on Money, Bond and Credit Markets
8. **Kedar nath Mukherjee (2022)**, Impact of Changes in RBI Policies on Trading and Investments of Commercial Banks in India
9. **Gargi Sanati (2022)**, Internationalization of Rupee: Discerning the Market Sentiment
10. **Dipali Krishnakumar (2022)**, Improving Asset Quality Data through Divergence Disclosures

(d) Explainers

1. **Arindam Bandyopadhyay**, Why Indian Commercial Banks Need to Adopt Expected Credit Loss (ECL) Based Provisioning Approach?

Collaboration and Association with Other Organisations

- 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 01.04.2021 to 31.03.2024.
- B. University of Pune** has accorded recognition to NIBM as an approved Centre for Post-Graduate Research in Commerce and Management.
- C. MoU signed with ESAF Small Finance Bank Limited (ESAF SFB)**, on 17th May 2022 to collaborate on matters of mutual interest and jointly work towards developing a curriculum for a course on Sustainable Banking as part of NIBM's PGDM Courses etc.
- D. MoU between NIBM and Bank of Mauritius** The Institute executed a Memorandum of Understanding ('MoU') with Bank of Mauritius, Port Louis, Republic of Mauritius on January 19, 2023. The MoU was signed by Mr Harvesh Kumar Seegolam, Governor, Bank of Mauritius and Dr Partha Ray, Director, NIBM in RBI, Central Office, Mumbai with the courtesies extended by CSBD, RBI.

Bank of Mauritius, as the Central Bank of the country, serves the purpose of, inter alia, licensing, regulating and supervising all banking, non-bank deposit-taking institutions, cash dealers and payment service providers and conduct monetary policy for Mauritius.

Through this MoU, NIBM and Bank of Mauritius agree to work together and will partner to establish a strategic collaboration to provide offline / online executive education / training on various prevalent topics related to Credit, Risk, Stressed and Non-Performing Asset Management, International Banking, Compliance, Leadership, Information Technology, Analytics, Human Resources and any other areas. This MoU will also pave the way to undertake joint projects, or research on subject areas of common interest, which will largely benefit the banking industry.

E. NIBM was a Member of the Following Organizations

1. Association of Indian Management Schools (AIMS).*
2. Indian Institute of Banking and Finance (IIBF).*
3. Pune International Centre.*
4. Centre for International Cooperation and Training in Agricultural Banking (CICTAB).
5. Mahratta Chamber of Commerce Industries & Agriculture

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

1. Member, Pension Advisory Committee, Pension Fund Regulatory and Development Authority (PFRDA).
2. Member, Governing Board, Institute of Banking Personnel Selection (IBPS).
3. Member, Governing Council, Indian Institute of Banking & Finance (IIBF).
4. Member, Governing Council, Bankers Institute of Rural Development (BIRD), (Promoted by NABARD).
5. Member, Governing Council, Centre for Advanced Financial Research and Learning (CAFRAL), (Promoted by RBI).

* Life Member

G. NIBM Faculty were associated with the following Organizations

1. **Prof Arindam Bandyopadhyay:** ○ External Member of Regional Advisory Committee (RAC) for Zonal Training Centre (ZTC), RBI, Belapur since February 2021. ○ Acted as an External Member for Recruitment of Chief Risk Officers and promotion of top management in leading Public Sector Banks in India. ○ Editorial Member, IIMB Management Review, Elsevier. ○ Acted as External PHD thesis examiner, IIM Bangalore ○ External Expert in the Interview Panel for selection of Chief Economist for Bank of India, May 2022 ○ External Member for PHD advisory committee in Gokhale Institute of Politics & Economics (GIPE).
2. **Dr Elizabeth James:** Member Board of Studies - Nominated on the Board of Studies in Banking as Subject Expert by the Academic Council of Symbiosis College of Arts and Commerce, Pune as per UGC Regulations 2018 Section 13.5.4 for a period of three years starting July 2021.
3. **Dr Naveen Kumar K:** ○ Honorary Member on National Focus Group, for India MSME Report Series, by the Institute of Small Enterprises and Development (ISED), Cochin. ○ Member of Research Committee at Centre for International Cooperation in Agricultural Banking (CICTAB), Pune, under Ministry of Agriculture and Farmers Welfare, New Delhi. ○ Member of Training Committee Centre for International Cooperation in Agricultural Banking (CICTAB), Pune, under Ministry of Agriculture and Farmers Welfare, New Delhi. *Editorial Board:* ○ Amity Journal of Agribusiness (Amity university) - Member- Editorial Review Board. ○ Vinimaya (NIBM) - Member in Editorial Board. *Reviewer for the Journals:* World Development (Elsevier), Journal of Co-operative Organization and Management (Elsevier), Journal: IIMB Management Review (Elsevier), Journal of Asian Economics (Elsevier), Journal of Banking and Financial Technology (Springer), Journal of Social and Economic Development (Springer), The Microfinance Review (EPW foundation), Journal of International Journal of Business Insights and Transformation.
4. **Dr Tasneem Chherawala:** NIBM nominated member on the Board of Indian Institute of Bank Management (IIBM), Guwahati

NIBM Team

(as on March 31, 2023)



Prof. Partha Ray

Director

PhD (Economics) University of Mumbai, India

- Macroeconomics; India and the Global Economy; Issues in Monetary Policy; Global Political Economy

(a) Faculty Members



Prof. Arindam Bandyopadhyay

Professor and Dean (Academic Programme); Principal - PGDM (B&FS)

M.Sc. (Eco.), M.Phil., Ph.D. (JNU, New Delhi)

- Finance; Credit Risk; and Corporate Financing Pattern



Prof. Sanjay Basu

Professor and Dean (Research); Editor (Prajnan)

M.Sc. (Economics, Calcutta Univ.); Fellow (IIM, Calcutta)

- Fixed Income Portfolio Management; Market Risk Management; Asset Liability Management; Applied Contract Theory; and Game Theory



Prof. Anjan Roy

Professor

B.Tech., Fellow (MDI, Gurgaon)

- Banking Strategy and Business Model Analysis; Management of Banking Operations; Organisation Structure; and Process Analysis and Service Innovation



Prof. Kaushik Mukerjee

Professor and Dean (Executive Training Programme)

BE (E&TC), DBM, MMS (Marketing, Pune), Ph.D (PUMBA, Pune)

- Strategic Management; Corporate & Business Strategy; Customer Focus; Product & Brand Management; and CRM



Dr. M Manickaraj

Associate Professor; Editor (Vinimaya)

M.Com., M.Phil., Ph.D. (Bharathidasan Univ.)

- Equity Investment Management; Credit Analysis; Financing SMEs; and Carbon Finance



Dr. Tasneem Chherawala

Associate Professor

MS (QE) (Indian Statistical Institute, Calcutta), Ph.D. (Savitribai Phule Pune Univ.)

- Risk Management and Quantitative Risk Models for Credit and Market Risk; Bank Capital Structures; Financial Derivatives; and Project Finance and Loan Syndication



Dr. Kedar nath Mukherjee

Associate Professor

M.Com., M.Phil., Ph.D. (Osmania Univ.)

- Finance; Fixed Income Markets; Risk Management (Market Risk); Bond Portfolio Management; and Financial Derivatives



Dr. Dipali Krishnakumar

Associate Professor

CA, MBA, Ph.D

- Corporate Finance; Indian Accounting Standards; International Financial Reporting Standards; Insolvency & Bankruptcy Code; and Mergers & Acquisitions



Dr. Shomi Srivastava

Associate Professor

M.A. (Psychology, Allahabad Univ.), Ph.D. (Organisational Behaviour, Allahabad Univ.)

- Human Resource Management; and Organizational Behaviour



Dr. Alka Vaidya

Associate Professor

M.C.M., Ph.D. (Pune Univ.)

- Data Warehousing; Business Intelligence; Business Analytics; and Cyber Security



Dr. Deepankar Roy

Associate Professor

B.E. (Mech.), M.Tech. (Comp. Appl., Indian School of Mines, Dhanbad), Ph.D. (Pune Univ.)

- Information Technology; Payment Systems; and Operations Research

**Dr. G Nagaraju***Associate Professor*

M.A. (Economics), M.Phil., Ph.D. (Osmania Univ.)

- Monetary Economics; Macroeconometric Modelling; and International Finance

**Dr. Gargi Sanati***Associate Professor*

M.A. (Economics), M.Phil. (Economics, University of Kalyani), Ph. D. (JNU, New Delhi)

- Macrofinance; International Trade Finance; ICC Rules for Forex Business; Forex Market; Exchange Arithmetic; Forex Trading; and Merchant Banking

**Dr. Smita Roy Trivedi***Associate Professor*

M.A. in Economics, Ph.D. (under UGC JRF-SRF Fellowship) in Economics, University of Kalyani

- Technical Analysis of Markets; Algorithmic Trading using Python; Fundamental Analysis of Forex Markets; Central Bank Intervention in Forex Markets; International Trade Financing through Documentary Credits; and Trade Based Money Laundering

**Dr. Naveen Kumar K***Associate Professor*

M.A. (Economics), NET, Ph.D. (Economics - ISEC, Bangalore and University of Mysore)

- Development Economics; Development Banking and Finance; Priority Sector Lending; Value Chain & Agribusiness Finance; Lead Bank Scheme; Financial Inclusion & Fintech; Digital Lending; Microfinance; and Agri-MSMEs

**Dr. Richa Verma Bajaj***Assistant Professor*

MBA, MIB, Ph.D. (Gurujambheshwar Univ.)

- Risk Management (Credit and Operational Risk); and Credit Management

**Dr. Elizabeth James***Assistant Professor*

M.Com. (Financial Management), Ph.D. (Barkatullah Univ.)

- Corporate Finance; Credit Analysis & Management; and Financial Planning and Wealth Management



Dr. Jiji T Mathew

Assistant Professor

M.A. (Economics, M.G. Univ.), Ph.D. (Madras School of Economics, Madras Univ.)

- Central Banking and Monetary Policy; Macroeconomic Environment; Global Financial Markets; and International Finance



Dr. Sarita Bhatnagar

Assistant Professor

MBA, NET, Ph.D. (JRN Rajasthan Vidyapeeth Univ.)

- Marketing of Financial Services; Customer Relationship Management (CRM); Marketing Management; General Management; Branch Marketing; and Marketing to MSMEs



Shri. B Ashok

Adjunct Faculty

BSc. CAIIB, DBM (IIB)

- HRM



CA Rajesh Ramakrishnan

Adjunct Faculty

Chartered Accountant

- Trade Finance



Shri. Sanjay Kanchi

Adjunct Faculty

BE (Univ. of Mumbai, Mumbai); MBA (Marketing) (Savitribai Phule Pune Univ.)

- Credit Analysis; and International Finance



Shri. Purushottam Bedekar

Adjunct Faculty

B. Com, Cert AIIB, Diploma in Management (IGNOU), Certified Financial Planner ^{CM}

- Business Strategy; NPA Management; Digital Banking; and Financial Planning

(b) Functional Heads (Administration)



Soni Philip
Chief Administrative Officer



Harishchandra Redekar
Senior Executive Officer



Amruta Mohile
Chief Manager Accounts



Rosamma Peter
Executive Officer – EDP



Thomas Antony
Executive Officer – Publications



Dilip Dhamankar
Executive Officer – PGDM



Shanti Mani
Executive Secretary to Director



Bhakti Gole
Librarian



Sushil Kumar Prasad
Project Engineer



Srinivas Sandhikar
Estate & Security Officer



Shekhar Naik
Assistant Manager – Purchase & Stores



Medha Thakur
Assistant Manager – Computer Service Centre



Dr. Mini Chitkara
Resident Medical Officer

NIBM Infrastructure

(a) Library

Books

With the arrival of 379 new books in the library, the general collection now stands at 70,279, whilst the addition of 3,589 reports in the Rand Corporation Collection has taken the total number of books to 73,868. The total bound volumes collection is 15,617 as of March 2023.

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. Presently, it has a collection of around 5,792 Working Papers / Occasional Papers / Review Papers from various banks / institutions / foreign organizations.

Periodicals

The library received 115 periodicals by way of subscription, exchange and gratis apart from 14 newspapers. The break-up of journals and newspapers is as follows:

	<i>Newspapers</i>					<i>Journals</i>				
	<i>Indian</i>	<i>Foreign</i>			<i>Total</i>	<i>Indian</i>	<i>Foreign</i>			<i>Total</i>
Subscription	13	1			14	40	56			96
Exchange	—	—			—	08	02			10
Complimentary	—	—			—	07	06			09
	13	+	1	=	14	55	+	60	=	115

The library also receives economic bulletins published by Indian as well as foreign banks in addition to newsletters / inhouse journals issued by Indian and international academic, research and training institutions.



E-Resources

The library has subscribed to the following databases in 2023

No. Databases / Packages subscribed

1. Ace Equity
2. CMIE Economic Outlook (IP)
3. CMIE Industry Outlook
4. CMIE Prowess IQ
5. EBSCO Business Source Premier Database
6. EBSCO E-Book Collection
7. EIKON including Datastream (data terminals)
8. EPWRF database
9. Financial Times
10. Harvard Business School Cases
11. ICC Digital Library - Trade Finance Channel
12. IMF eLibrary [free]
13. J-Gate Social & Humanities database
14. JSTOR
15. National Digital Library (NDL) [free]
16. ProQuest ABI/Inform
17. Project Syndicate

E-Books

The library is in the process of developing its digital section wherein it has subscribed to the EBSCO E-Book Collection which comprises more than 23,500+ books in digital format that can be accessed by our library users.

Plagiarism Detection Software

The department has recently purchased a subscription to the plagiarism detection software iThenticate.

Services

Email Alerts

The library updates the users by sending email alerts about:

1. Daily news and events from the banking and finance sector
2. Resource alerts regarding the latest reports published on various websites / received in the library
3. New arrivals

Reference Services

Reference services are provided as per user queries which mainly involves providing specific information on any topic that is needed in the day-to-day functioning of the institute, as well as for ongoing research projects.

Bibliographical Services

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

Library Orientation Service for New Members

New users are introduced to the library resources, infrastructure and its systems so that they may take full advantage of the various services offered by the department.

Training for Online Databases

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

Book Display (Latest Books)

The new arrivals are displayed for fifteen days so that the users are made aware of the same.

Display for ETP

The relevant books related to the Executive Training Programmes being conducted in the campus are displayed according to the timetable of the respective programmes so that the participants can get easy access to the books for quick reference.

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

The library provides inter-library loan facility to other libraries as and when such requests are received. Conversely, it also gets documents through the same loan facility for our users as well from other libraries as per availability.

Membership in Other Libraries / Institutions

- ☐ The NIBM library has membership in MCCIA (Maharatta Chamber Of Commerce Industries & Agriculture) Library, Pune.
- ☐ The institute is also member of ICC (International Chamber of Commerce) India, New Delhi.



Special Guest

Shri Tamal Bandyopadhyay, award-winning, bestselling author and columnist visited NIBM on March 1, 2023. He interacted with the PGDM students and faculty followed by a talk about his latest bestseller, 'Roller Coaster: An Affair with Banking'. During his visit, Shri. Tamal Bandyopadhyay visited the NIBM library and signed a few copies of the book. He was highly impressed by the vast collection of books in the library whilst being briefed about the NIBM library facilities.

(b) Computer Services Centre (CSC)

Another focal point of the institute is its well-equipped Computer Services Centre that provides the required IT services to the users. The Centre is equipped with the state-of-the-art computing facilities to support NIBM's various research, training and consultancy activities. At present, there are two computer labs, Finance Lab and PGDM Lab, consisting of Intel-i5/i3 desktops, projection and audio systems which are extensively used during the demonstration / hands-on sessions of our training programs. All the lab computers are provided with high-speed internet connectivity.

Desktop computers with internet connectivity via high-end wi-fi access points have also been installed in the lecture halls and hostel premises for the use of students as well as the executive training programme participants after office hours. The entire campus is wi-fi enabled and hence, 24x7 wi-fi connectivity is available to students, participants and employees of the institute on their own devices not only in the office premises but also in the residential quarters located in the NIBM Campus.

The hardware of the Centre comprises branded servers with a mix of operating systems / platforms such as Red Hat Enterprise Linux, Ubuntu, Novell NetWare, etc. as per the requirement of the different applications. These servers are connected to more than 250 nodes of the institute's Local Area Network. There are also backup servers specifically meant for storing the ERP as well as the usual user data. After successful implementation of the first phase of the ERP software, the institute has entered into the second phase of bringing the remaining important institutional applications under one roof of the ERP software in order to bring in seamless integration of all functions thereby enabling the move towards a paperless office and increased efficiency.

The systems required for providing training on forex dealing have been set up both in the Finance Lab as well as the PGDM Lab for the training programme participants as well as students. In both the computer labs, various analytical software packages like SPSS, EViews, Stata, @Risk, Matlab, etc. are available to the users through the NIBM servers. The online and hybrid training programmes / PGDM classes are being conducted via Cisco Webex and Cisco Webex Roomkit, respectively.

NIBM has also subscribed to different online services / databases such as CMIE, Ace Equity, Eikon Thomson Reuters / Eikon Refinitiv, EBSCO, ProQuest, etc. which are also accessible to the users via the institute's intranet.

During the year, faculty members were provided with the latest Intel i7 laptops with multimedia capabilities. The administrative staff are currently using Intel i3 desktops. The institute's IT network has been upgraded with the latest technology for better security and speed. The intranet backbone is now supported by fibre optic cables that is noted for its speed of data transmission and steady performance.

(c) Medicare Facilities

The NIBM campus has an in-house dispensary which caters to the students, executive training programme participants, employees and their dependents. The medical team of NIBM comprises the Resident Medical Officer (RMO), Dr. Mini Chitkara and a part-time consultant, Dr. Rashmi Chauhan. The clinic is not only well stocked with basic and emergency medicines, but also well-equipped with the necessary medical equipments like sphygmomanometer (used for blood pressure measurement - manual and digital), glucometer, pulse oximeter, nebulisers, oxygen cylinders, oxygen concentrator and ECG machine.

The team also organised health camps, checkups and talks by health experts. Following is the list of activities conducted by the team during the year.

- ❑ An eye checkup camp for cataract screening and vision test was organised in collaboration with Poona Hospital & Research Center and Titan EyePlus on September 23, 2022. It was followed by a health talk on eye care by renowned ophthalmologist, Dr. Shraddha Puranik.
- ❑ A test comprising blood sugar, ECG and BMI coupled with a checkup by a physician was organised in collaboration with KEM hospital, Pune on November 17, 2022.

The institute is empanelled with the leading tertiary care hospitals of the city. It has also constituted a Covid Advisory Committee to ensure strict implementation of government directives and SOPs related to the pandemic.

Recently, all the employees were offered a preventive health check package under the NIBM Employee Welfare Fund Scheme for the year 2022-23. This facility was offered in collaboration with Ruby Hall Clinic, Wanowrie. The following two packages each costing about Rs. 5,000 were shortlisted as options for the employees:

- ❑ Executive Health package
- ❑ Well Women package

The facility was available from February 8, 2023 to March 15, 2023 and it received an overwhelming response with 75%-80% participation from the employees. Hence, the institute plans to offer similar schemes in the future as well.





Annexures

List of Executive Education Programmes Conducted during the Year

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
I. INTERNATIONAL PROGRAMMES (e-ITEC / ITEC)					
001.	e-ITEC - International Programme on Central Banking for Emerging Market Economies	15	Nov 7 - 19, 2022	Middle / Senior Management	Dr. Nagaraju G & Dr. Jiji T Mathew
002.	e-ITEC - Live Online Training Programme on Corporate Governance in Commercial Banks: Issues and Perspectives	10	Dec 5 - 9, 2022	Middle / Senior Management	Prof. Anjan Roy & Prof. Kaushik Mukerjee
003.	ITEC - International Programme on Inclusive Banking and Finance	21	Mar 6 - 10, 2023	Middle / Senior Management	Dr. Naveen Kumar K
004.	International Programme on Corporate Governance and Leadership for Top Executives from the Financial System	19	Mar 6 - 11, 2023	Senior & Top Management	Prof. Kaushik Mukerjee & Prof. Anjan Roy
005.	International Programme in Banking and Finance (Focus: Credit Management and International Trade Financing)	35	Mar 13 - 25, 2023	Middle / Senior Management	Dr. Smita Roy Trivedi & Dr. Elizabeth James
006.	e-ITEC - Live Online International Training Programme on Inclusive Banking and Finance	17	Mar 27 - 31, 2023	Middle / Senior Management	Dr. Naveen Kumar K
II. FINANCE					
007.	Live Online Programme on Managing Risks under Basel 3 Pillar II (ICAAP)	21	Apr 18 - 23, 2022	Middle / Senior Management	Prof. Arindam Bandyopadhyay & Prof. Sanjay Basu
008.	Campus / Live Online Programme on SME Cash Flow Analysis and Debt Restructuring	8	Apr 25 - 29, 2022	Middle / Senior Management	Dr. Elizabeth James
009.	Training Programme on Integrated Treasury Management with Bourse Game for Newly Inducted Officers	37	Jun 15 - 24, 2022	Junior / Middle Management	Dr. Kedar nath Mukherjee
010.	Campus / Live Online Training Programme on Effective Credit Monitoring of Corporate and SME Advances	19	Jul 11 - 14, 2022	Middle / Senior Management	Shri. Sanjay Kanchi & Dr. Elizabeth James
011.	Training Programme on International Financial Reporting Standards (IFRS) (sponsored by CICTAB) (Venue: VAMNICOM Campus, Pune)	28	Jul 25 - 28, 2022	Middle / Senior Management	Dr. Tasneem Chherawala
012.	Campus / Live Online Training Programme on Fundamentals of Credit Analysis for Commercial Loans	26	Aug 1 - 5, 2022	Junior / Middle Management	Dr. Elizabeth James
013.	Live Online Training Programme on Demystifying Statistical Techniques for Risk Management	10	Aug 1 - 6, 2022	Middle / Senior Management	Prof. Arindam Bandyopadhyay & Prof. Sanjay Basu
014.	Campus / Live Online Training Programme on Risk-Based Internal Audit	30	Aug 2 - 5, 2022	Middle / Senior Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
015.	Training Programme on Corporate Credit Analysis during Times of Uncertainty	13	Aug 22 - 26, 2022	Middle Management	Dr. M Manickaraj
016.	Training Programme on Managing Non-SLR Investments	17	Sep 19 - 24, 2022	Middle / Senior Management	Dr. Kedar nath Mukherjee
017.	Programme on Cash Flow-Based Financing	7	Sep 19 - 21, 2022	Middle / Senior Management	Dr. M Manickaraj

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
018.	Live Online Programme on High Value Credit Frauds	7	Sep 22 - 23, 2022	Junior / Middle / Senior Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
019.	Live Online Training Programme on Credit Risk Modelling for ECL Provisioning and Capital Estimation under Final Basel III IRB & IFRS 9	48	Sep 26 - 30, 2022	Middle / Senior Management	Prof. Arindam Bandyopadhyay & Dr. Tasneem Chherawala
020.	Advanced Programme on Banking & Leadership for a Digital World (In Collaboration with NSE TalentSprint)	22	Oct 8, 2022 - Apr 30, 2023	Senior Management	Prof. Arindam Bandyopadhyay, Dr. Deepankar Roy, Dr. Dipali Krishnakumar & Shri. B Ashok
021.	Programme on Lending to Large and Mid-Corporate	7	Oct 10 - 14, 2022	Middle / Senior Management	Dr. Richa Verma Bajaj & Dr. M Manickaraj
022.	Training Programme on Integrated Treasury Management with Bourse Game for Newly Inducted Officers	39	Oct 10 - 19, 2022	Middle Management	Dr. Kedar nath Mukherjee
023.	Programme on Climate Risk Management: Implications for Credit and Investment Portfolios	10	Oct 11 - 14, 2022	Senior / Top Management	Prof. Sanjay Basu & Dr. Tasneem Chherawala
024.	Workshop on Financing Startups (Venue: Bangalore)	28	Oct 13 - 14, 2022	Middle / Senior Management	Dr. M Manickaraj & Dr. Naveen Kumar K
025.	Campus / Live Online Programme on Attaining Improved Asset Quality through Effective NPA Management	20	Oct 17 - 19, 2022	Middle / Senior Management	Shri. P. S. Bedekar & Shri. Sanjay Kanchi
026.	International Programme on Integrated Treasury Management (Sponsored by CICTAB) (Venue: VAMNICOM Campus, Pune)	20	Nov 9 - 12, 2022	Middle Management	Dr. Kedar nath Mukherjee
027.	Live Online Training Programme on Risk Management under Basel Regime (For First Time Risk Managers)	18	Nov 14 - 19, 2022	Middle / Senior Management	Dr. Kedar nath Mukherjee & Dr. Tasneem Chherawala
028.	Live Online Programme on Retail Credit Management in the Digital Era	16	Dec 5 - 8, 2022	Middle / Senior Management	Dr. Elizabeth James & Dr. Deepankar Roy
029.	Training Programme on Risk-Based Internal Audit for Banks and NBFCs	16	Dec 5 - 8, 2022	Middle / Senior Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
030.	Programme on Financial Statements Analysis for Lending Decisions	29	Dec 12 - 14, 2022	Middle / Senior Management	Dr. M Manickaraj & Shri. Sanjay Kanchi
031.	Campus / Live Online Training Programme on Fund and Non-Fund-Based Facilities	5	Dec 12 - 16, 2022	Junior Management	Dr. Elizabeth James
032.	Campus / Live Online Programme on Operational Risk Management	19	Dec 12 - 14, 2022	Middle / Senior Management	Dr. Richa Verma Bajaj
033.	Campus / Live Online Training Programme on Effective Credit Monitoring of Corporate and SME Advances	17	Jan 9 - 11, 2023	Middle / Senior Management	Shri. Sanjay Kanchi & Dr. Elizabeth James
034.	Campus / Live Online Sensitisation Programme on Fraud Management	19	Jan 11 - 13, 2023	Middle / Senior Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
035.	Campus / Live Online Programme on Resolution of Stressed Assets	7	Jan 16 - 18, 2023	Middle / Senior Management	Shri. Sanjay Kanchi & Shri. P. S. Bedekar
036.	Live Online Training Programme on Integrated Risk Management under Final Basel III Framework	14	Jan 16 - 20, 2023	Middle / Senior Management	Prof. Arindam Bandyopadhyay & Dr. Tasneem Chherawala
037.	Programme on Lending to Large and Mid-Corporate	16	Jan 30 - Feb 3, 2023	Middle / Senior Management	Dr. Richa Verma Bajaj & Dr. M Manickaraj
038.	Live Online Workshop on Internal Credit Risk Modelling and Portfolio Management under the Basel III IRB Approach	14	Feb 27 - Mar 3, 2023	Junior / Middle / Senior Management	Prof. Arindam Bandyopadhyay & Dr. Tasneem Chherawala

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
039.	Live Online Training Programme on Resolution of Stressed Corporate Assets	11	Mar 8 - 10, 2023	Middle / Senior Management	Shri. Sanjay Kanchi & Shri. P.S. Bedekar
III. HUMAN RESOURCE MANAGEMENT					
040.	Campus / Live Online Training Programme on Communication Skills for Effective Leadership in Banks	18	May 23 - 24, 2022	Middle / Senior Management	Shri. B Ashok & Dr. Shomi Srivastava
041.	Campus / Live Online Programme on Investigation for Investigating Officers: Need for Good Investigation Reports	31	Jun 9 - 10, 2022	Junior / Middle Management	Dr. Shomi Srivastava & Shri. B Ashok
042.	Campus Programme on Converging Learning Needs Analysis with Business Needs in Banks and FIs	11	Jul 11 - 13, 2022	Middle / Senior Management	Shri. B Ashok & Dr. Shomi Srivastava
043.	Live Online Training Programme on Addressing Misconduct Risk in Banks and FIs – A Risk Management Approach for HRM	9	Jul 28 - 29, 2022	Junior / Middle Management	Shri. B Ashok & Dr. Shomi Srivastava
044.	Programme on Public Procurement Processes : Principles and Practices	38	Sep 7 - 9, 2022	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
045.	Programme on Human Resource Management in Banks and Financial Institutions	14	Oct 10 - 13, 2022	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
046.	Programme on Leadership Development for Bank Executives	29	Nov 28 - 30, 2022	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
047.	Campus Programme on Developing Tech Leaders - Leadership Skills for Technical Professionals in Banks and FIs	9	Jan 16 - 18, 2023	Middle / Senior Management	Shri. B Ashok & Dr. Shomi Srivastava
048.	Training Programme on Domestic Enquiries and Disciplinary Actions	34	Feb 7 - 10, 2023	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
IV. INFORMATION TECHNOLOGY					
049.	Online Certification Programme in IT and Cyber Security for Senior Management (CGMs / GMs / DGMs)	13	Apr 18 - 20, 2022	Top Management	Dr. Alka Vaidya & Dr. Deepankar Roy
050.	Live Online Training Programme on Information Systems Audit	15	May 23 - 26, 2022	Middle / Senior Management	Dr. Deepankar Roy & Dr. Alka Vaidya
051.	Live Online Training Programme on Blockchain Technology in Banking	38	Jun 27 - 29, 2022	Middle / Senior Management	Dr. Deepankar Roy & Dr. Alka Vaidya
052.	Campus / Live Online Training Programme on Digital Transformation in Banking (Focus: Fintech, Digital and Analytics)	16	Jul 12 - 15, 2022	Senior Management	Dr. Deepankar Roy & Prof. Kaushik Mukerjee
053.	Live Online Training Programme on CyberSecurity	20	Aug 1 - 4, 2022	Middle / Senior Management	Dr. Alka Vaidya & Dr. Deepankar Roy
054.	Campus / Live Online Programme on Artificial Intelligence for Banking Business	15	Sep 19 - 21, 2022	Middle / Senior Management	Dr. Alka Vaidya & Dr. Deepankar Roy
055.	Live Online Training Programme on Digital Payments	10	Nov 14 - 16, 2022	Middle / Senior Management	Dr. Deepankar Roy & Dr. Alka Vaidya
056.	Live Online Training Programme on Fintech and Financial Inclusion	21	Jan 16 - 18, 2023	Middle / Senior Management	Dr. Deepankar Roy & Dr. Naveen Kumar K
V. MONEY, INTERNATIONAL BANKING AND FINANCE					
057.	Live Online Workshop on Monetary Policy and Liquidity Management: Signals for Treasury and Market Risk	6	Apr 28 - 29, 2022	Middle / Senior Management	Dr. Jiji T Mathew & Dr. G Nagaraju
058.	Live Online Training Programme on Letter of Credit and Bank Guarantee Business of Banks	6	May 4 - 6, 2022	Middle / Senior Management	CA Rajesh Ramakrishnan

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
059.	Live Online Training Programme on FEMA Regulations and Compliance for Capital Account Transactions	4	May 9 - 11, 2022	Junior / Middle Management	Dr. G Nagaraju & Dr. Jiji T Mathew
060.	Live Online Training Programme on FEMA Regulations and Compliance for Current Account Remittances	6	Jun 20 - 22, 2022	Junior / Middle Management	Dr. G Nagaraju
061.	Live Online Training Programme on Business Analytics Using R and Other Statistical Software	6	Jul 4 - 9, 2022	Middle / Senior Management	Dr. Gargi Sanati
062.	Live Online Training Programme on FEMA Compliance on Overseas Direct Investment	9	Jul 5 - 6, 2022	Junior / Middle Management	Dr. G Nagaraju
063.	Campus / Live Online Training Programme on International Banking and Foreign Exchange	9	Jul 13 - 15, 2022	Junior / Middle Management	Dr. Jiji T Mathew & Dr. G Nagaraju
064.	Live Online Training Programme on Financial Analysis and Algorithmic Trading using Python	12	Jul 18 - 22, 2022	Middle / Senior Management	Dr. Smita Roy Trivedi
065.	Programme on Forex Dealing with Bourse Game	17	Jul 25 - Aug 3, 2022	Middle / Senior Management	Dr. Gargi Sanati & Dr. Jiji T Mathew
066.	Live Online Training Programme on Export Finance and Bill Finance	33	Aug 10 - 12, 2022	Middle / Senior Management	CA Rajesh Ramakrishnan
067.	Live Online Training Programme on Frauds and Trade-Based Money Laundering in International Banking	8	Aug 22 - 24, 2022	Junior / Middle Management	Dr. Smita Roy Trivedi & CA Rajesh Ramakrishnan
068.	Live Online Advanced Learning Programme on Letters of Credit, ICC Rules, DOCDEX and Banking Commission Opinions for Bankers	6	Sep 13 - 16, 2022	Middle / Senior Management	CA Rajesh Ramakrishnan
069.	Programme on Technical Analysis for Dealers	8	Oct 11 - 15, 2022	Middle / Senior Management	Dr. Smita Roy Trivedi
070.	Campus Certification Programme in Forex Dealing with Bourse Game	30	Nov 30 - Dec 9, 2022	Middle / Senior Management	Dr. Gargi Sanati & Dr. Jiji T Mathew
071.	Live Online Programme on Letter of Credit and Bank Guarantee Business of Banks	9	Dec 1 - 2, 2022	Junior / Middle Management	CA Rajesh Ramakrishnan
072.	Live Online Workshop on Monetary Policy and Liquidity Management: Signals for Treasury and Market Risk	9	Dec 15 - 16, 2022	Middle / Senior Management	Dr. Jiji T Mathew & Dr. G Nagaraju
073.	Campus / Live Online Training Programme on Foreign Exchange Business Relating to NRI/OCIs and other Individuals	8	Jan 11 - 13, 2023	Middle / Senior Management	Dr. G Nagaraju & Dr. Jiji T Mathew
074.	Campus / Live Online Training Programme on Frauds and Trade-Based Money Laundering in International Banking	8	Feb 6 - 8, 2023	Middle / Senior Management	Dr. Smita Roy Trivedi & CA Rajesh Ramakrishnan
075.	Certification Programme in Integrated Treasury Management with Simulated Bourse Game	16	Feb 15 - 24, 2023	Junior / Middle / Senior Management	Dr. Gargi Sanati & Dr. Jiji T Mathew
VI. RURAL FINANCE AND DEVELOPMENT					
076.	Training Programme on Financing Agribusiness, Agro Processing Enterprises and MSMEs	7	Jun 13 - 15, 2022	Middle / Senior Management	Dr. Naveen Kumar K & Dr. M Manickaraj
077.	Programme on Women Empowerment through Income Generating Activities (In Collaboration with CICTAB)	15	Sep 26 - 29, 2022	Middle / Senior Management	Dr. Naveen Kumar K

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
078.	On Location Programme on Financing Agri Business, Agro Processing and MSMEs (Venue: Coimbatore)	31	Feb 8 - 10, 2023	Middle / Senior Management	Dr. Naveen Kumar K & Dr. M Manickaraj
VII. STRATEGIC PLANNING, MARKETING AND CONTROL					
079.	Live Online Training Programme on Bank Exposure to Climate Change Risk: Framework for Assessment and Action Planning	15	Apr 6 - 8, 2022	Middle / Senior Management	Prof. Anjan Roy & Prof. Arindam Bandyopadhyay
080.	Live Online Training Programme on Managing Successful Co-Lending Arrangements between Banks and NBFCs	11	May 26 - 28, 2022	Middle / Senior Management	Prof. Anjan Roy & Shri. Sanjay Kanchi
081.	Live Online Training Programme on Customer Relationship Management and Analytics in Banking	15	Jul 18 - 21, 2022	Middle / Senior Management	Dr. Sarita Bhatnagar
082.	Campus / Live Online Faculty Development Programme for Bank Staff Training College Faculty for Effective Training	16	Sep 27 - 30, 2022	Middle / Senior Management	Prof. Kaushik Mukerjee
083.	Campus / Live Online Training Programme on Marketing for Branch Managers (Focus: Retail and MSME)	10	Oct 10 - 13, 2022	Middle Management	Dr. Sarita Bhatnagar
084.	Programme on Building Digital Lending Systems and Processes in Banks and NBFCs	28	Oct 17 - 19, 2022	Middle / Senior Management	Prof. Anjan Roy & Dr. Deepankar Roy
085.	Campus / Live Online Training Programme on Customer Analytics and Cross-Selling Strategies for Retail and MSME Business	6	Nov 15 - 18, 2022	Middle Management	Prof. Kaushik Mukerjee
086.	Live Online Training Programme on Managing a Profitable Government Banking Business Vertical	10	Dec 5 - 7, 2022	Middle / Senior Management	Prof. Anjan Roy & Shri. B Ashok
087.	Campus / Live Online Training Programme on Business Strategies for Bank Branches	17	Dec 12 - 15, 2022	Middle / Senior Management	Prof. Kaushik Mukerjee & Prof. Anjan Roy
088.	Campus / Live Online Training Programme on Governance Risk and Compliance in Banks and Financial Institutions	13	Jan 17 - 20, 2023	Middle / Senior Management	Prof. Kaushik Mukerjee & Dr. Dipali Krishnakumar
089.	Live Online Training Programme on Customer Acquisition Strategies and Onboarding New Business Relationships	13	Feb 20 - 22, 2023	Middle / Senior Management	Prof. Anjan Roy & CA Rajesh Ramakrishnan
090.	Programme on Digital Marketing in Banking (Focus: Social Media and Analytics)	8	Feb 20 - 23, 2023	Middle / Senior Management	Dr. Sarita Bhatnagar & Dr. Deepankar Roy
091.	Campus / Live Online Programme on Marketing Strategies for MSME Business	7	Mar 13 - 16, 2023	Middle / Senior Management	Dr. Sarita Bhatnagar
092.	Live Online Programme on Customer Engagement, Satisfaction and Loyalty	23	Mar 15, 2023	Middle / Senior Management	Dr. Kaushik Mukerjee
093.	Live Online Training Programme on Basics of Digital Marketing in Banking	5	Mar 24, 2023	Middle Management	Dr. Sarita Bhatnagar
VIII. IN-COMPANY PROGRAMMES					
094.	Weekend on Location programme on Treasury and Risk Management for Internal Auditors of AXIS Bank	27	Apr 1 - May 15, 2022	Middle / Senior Management	Dr. Kedar nath Mukherjee & Dr. G Nagaraju
095.	Management Development Programme for Newly Promoted Chief Managers of UCO Bank	29	Apr 25 - 29, 2022	Middle Management	Dr. Deepankar Roy & Prof. Anjan Roy

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
096.	Induction Training Programme for Probationary Officers of ECGC - Batch 1	31	Apr 25 - May 13, 2022	Junior Management	Dr. Smita Roy Trivedi & CA Rajesh Ramakrishnan
097.	Training Programme on Financing Renewable Energy in Agri Infrastructure Projects (A, B & C Grade Officers of NABARD)	23	Apr 25 - 27, 2022	Senior Management	Dr. Naveen Kumar K
098.	Induction Training Programme for Probationary Officers of ECGC - Batch 2	25	May 23 - Jun 10, 2022	Junior Management	Dr. Nagaraju G, CA Rajesh Ramakrishnan & Dr. Smita Roy Trivedi
099.	In-Company Live Online Programme on Supply Chain Finance for Executives of South Indian Bank Ltd.	15	Jun 1 - 3, 2022	Senior Management	CA Rajesh Ramakrishnan
100.	Faculty Development Programme for Bank of India	28	Jun 27 - Jul 1, 2022	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
101.	Faculty Development Programme for Canara Bank (Venue: CIBM, Manipal)	25	Jul 4 - 8, 2022	Middle / Senior Management	Dr. M Manickaraj & Dr. Naveen Kumar K
102.	Programme on Contemporary Developments in Banking and Finance for IDAS Officers	24	Jul 4 - 6, 2022	Junior Management	Dr. Smita Roy Trivedi & Dr. Deepankar Roy
103.	EDP for Mid-Level Officials of Bank of India	30	Jul 18 - 22, 2022	Middle Management	Prof. Kaushik Mukerjee & Shri. Sanjay Kanchi
104.	Programme on Risk Management for the Executives of Canara Bank - Batch 1	30	Aug 3 - 5, 2022	Middle Management	Dr. Tasneem Chherawala
105.	Training for Newly Recruited Assistant Managers of International Financial Services Centres Authority (IFSCA)	11	Aug 8 - 12, 2022	Junior Management	Shri. Sanjay Kanchi & Shri. P. S. Bedekar
106.	Programme on Risk Management for the Executives of Canara Bank - Batch 2	40	Aug 17 - 19, 2022	Middle Management	Dr. Kedar nath Mukherjee
107.	Live Online Programme on Governance, Risk and Compliance (for officials of Canara Bank)	50	Aug 23 - 25, 2022	Junior / Middle Management	Dr. Kaushik Mukerjee & Dr. Dipali Krishnakumar
108.	In-Company Residential Training Programme on Investment and Fund Management for Selected Officers of Indian Audit & Accounts Department - CAG of India	30	Oct 31 - Nov 5, 2022	Middle Management	Dr. Kedar nath Mukherjee & Dr. Tasneem Chherawala
109.	Customised Training Programme in IT and Cyber Security for Board members of Unity Small Finance Bank	5	Nov 3, 2022	Top Management	Dr. Alka Vaidya & Dr. Deepankar Roy
110.	Live Online Certificate Programme on Credit Management for AU Small Finance Bank	149	Nov 10 - 11, 2022	Middle Management	Dr. M Manickaraj & Shri. Sanjay Kanchi
111.	Customised Training Programme in IT and Cyber Security for Senior Officials of Unity Small Finance Bank	49	Nov 22 - 23, 2022	Senior & Top Management	Dr. Alka Vaidya & Dr. Deepankar Roy
112.	Certificate Programme on Credit Management for AU Small Finance Bank - Batch 2	139	Dec 5 - 6, 2022	Middle Management	Dr. M Manickaraj & Shri. Sanjay Kanchi
113.	Customised Training Programme on Risk Management for Bank of Maharashtra	27	Dec 6 - 7, 2022	Middle Management	Prof. Sanjay Basu
114.	Executive Development Programme on Housing Finance for Senior Officials of LIC Housing Finance Ltd.	29	Dec 9 - 10, 2022	Middle Management	Dr. Richa Verma Bajaj & Dr. Elizabeth James

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
115.	Customised Training Programme on Digital Transformation in Banking (Focus: Fintech, Digital and Analytics) for Indian Overseas Bank (Venue: IOB, STC, Chennai)	43	Dec 13 - 15, 2022	Middle Management	Dr. Deepankar Roy
116.	Customised Programme on Customer Relationship Management for Executives of T Bank, Bhutan	15	Dec 15 - 17, 2022	Middle Management	Dr. Sarita Bhatnagar
117.	Certificate Programme on Credit Management for AU Small Finance Bank - Batch - 3	145	Jan 4 - 5, 2023	Middle Management	Dr. M Manickaraj & Shri. Sanjay Kanchi
118.	Training Programme on Risk Management for Bank of Maharashtra	23	Jan 6 - 7, 2023	Middle Management	Dr. Richa Verma Bajaj & Dr. Tasneem Chherawala
119.	In-Company Programme on Leadership Development for Bank of Maharashtra	20	Jan 23 - 25, 2023	Middle Management	Dr. Shomi Srivastava & Shri. B Ashok
120.	In-Company Programme on Effective Credit Monitoring of Corporate and SME Advances for Bank of Maharashtra	25	Jan 30 - Feb 1, 2023	Middle Management	Shri. Sanjay Kanchi & Dr. Elizabeth James
121.	In-Company Programme on Leadership Development for Bank of Maharashtra - Batch 2	31	Feb 2 - 4, 2023	Middle Management	Dr. Shomi Srivastava & Shri. B Ashok
122.	In-Company Programme on Risk Based Internal Audit for Executives of Bank of Baroda	27	Feb 6 - 11, 2023	Middle / Senior Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
123.	Training Programme on Compliance for State Bank of India Compliance Department Officials - Batch 1	28	Feb 13 - 14, 2023	Middle / Senior Management	Shri. P. S. Bedekar & Dr. Naveen Kumar K
124.	Workshop on Security Management for Bank of Maharashtra	35	Feb 14 - 16, 2023	Middle Management	Dr. Shomi Srivastava
125.	In-Company Programme on Leadership Development for Bank of Maharashtra - Batch 3	22	Feb 15 - 17, 2023	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
126.	Training Programme on Compliance for State Bank of India Compliance Department Officials - Batch 2	30	Feb 16 - 17, 2023	Middle / Senior Management	Shri. P. S. Bedekar & Dr. Naveen Kumar K
127.	In-Company Programme on Leadership Development for Bank of Maharashtra - Batch 4	28	Feb 20 - 22, 2023	Middle / Senior Management	Dr. Shomi Srivastava & Shri. B Ashok
128.	In-Company Programme on Disciplinary Proceedings / Investigations / Guidelines in Banks for Middle Management of The Jammu and Kashmir Bank Ltd. (Venue: J & K Bank, STC, Srinagar)	30	Feb 22 - 24, 2023	Middle Management	Dr. Shomi Srivastava
129.	In-Company Programme on Leadership Development for Bank of Maharashtra - Batch 5	25	Feb 22 - 24, 2023	Middle / Senior Management	Prof. Anjan Roy & Shri. B Ashok
130.	In-Company Programme on Leadership Development for Bank of Maharashtra - Batch 6	26	Feb 27 - Mar 1, 2023	Middle / Senior Management	Prof. Anjan Roy & Shri. B Ashok
131.	Residential Training Programme on Credit and Project Finance for National Housing Bank	33	Mar 1 - 4, 2023	Middle / Senior Management	Dr. Elizabeth James & Dr. Richa Verma Bajaj
132.	Faculty Development Programme for Central Bank of India's Faculty Members - Batch 1	30	Mar 20 - 24, 2023	Senior Management	Prof. Kaushik Mukerjee & Prof. Anjan Roy

<i>No.</i>	<i>Title</i>	<i>No. of Participants</i>	<i>Duration</i>	<i>Level of Participants</i>	<i>Programme Director(s)</i>
133.	Faculty Development Programme for Central Bank of India's Faculty Members - Batch 2	29	Mar 20 - 24, 2023	Middle / Senior Management	Prof. Kaushik Mukerjee & Prof. Anjan Roy
134.	Customised Training Programme for Young Economists of Reserve Bank of India at NIBM Campus	19	Mar 27 - 31, 2023	Junior Management	Prof. Sanjay Basu & Dr. Tasneem Chherawala
135.	On Location Faculty Development Programme for Faculty Members of Indian Overseas Bank (Venue: IOB, STC, Chennai)	28	Mar 27 - 31, 2023	Middle / Senior Management	Dr. Shomi Srivastava
136.	On Location Programme on Digital Transformation in Banking for Indian Overseas Bank (Venue: IOB, STC, Chennai)	32	Mar 27 - 29, 2023	Junior / Middle Management	Dr. Alka Vaidya & Dr. Sarita Bhatnagar
Total		3076			

Organisation-Wise Number of Participants

Organization	No. of Participants	Organization	No. of Participants
A. RESERVE BANK OF INDIA		11. IDBI Bank Ltd.	26
1. Reserve Bank of India	33	12. IDFC First Bank Ltd.	2
2. Reserve Bank Innovation HUB	3	13. IndusInd Bank Ltd.	7
Sub-Total	36	14. Karnataka Bank Ltd.	51
B. PUBLIC SECTOR BANKS		15. Kotak Mahindra Bank Ltd.	7
1. State Bank of India	94	16. RBL Bank Ltd.	2
2. Bank of Baroda	116	17. South Indian Bank Ltd.	22
3. Bank of India	85	18. Suryoday Small Finance Bank Ltd	1
4. Bank of Maharashtra	323	19. Tamilnad Mercantile Bank Ltd.	13
5. Canara Bank	417	20. The Federal Bank Ltd.	5
6. Central Bank of India	72	21. The Jammu & Kashmir Bank Ltd.	44
7. Indian Bank	60	22. The Karur Vysya Bank Ltd.	3
8. Indian Overseas Bank	107	23. Ujjivan Small Finance Bank Ltd.	31
9. Punjab and Sind Bank	8	24. Unity Small Finance Bank Ltd.	54
10. Punjab National Bank	27	25. Utkarsh Small Finance Bank	14
11. UCO Bank	29	26. YES Bank Ltd.	1
12. Union Bank of India	47	Sub-Total	857
Sub-Total	1385	D. COOPERATIVE BANKS	
C. PRIVATE SECTOR BANKS		1. Bassein Catholic Co-op Bank Ltd.	1
1. AU Small Finance Bank Limited	434	2. Bharat Co-op Bank (Mumbai) Ltd	2
2. Axis Bank Ltd	36	3. Citizencredit Co-operative Bank Limited	1
3. Bandhan Bank Ltd.	4	4. Dombivili Nagari Sahakari Bank Ltd	1
4. City Union Bank Ltd.	23	5. Karnataka State Souharda Federation Cooperative Ltd.	3
5. CSB Bank Ltd.	14	6. Krishak Bharati Cooperative Limited (KRIBHCO)	4
6. DCB Bank Ltd	6	7. Saraswat Co-op Bank Ltd.	18
7. Dhanlaxmi Bank Ltd.	3	8. Telangana State Cooperative Apex Bank Ltd.	3
8. ESAF Small Finance Bank	9	9. The Abhyudaya Co-operative Bank Ltd	1
9. HDFC Bank Ltd.	25	10. The Gujarat State Cooperative Agri & Rural Development Bank	2
10. ICICI Bank Ltd.	20		

<i>Organization</i>	<i>No. of Participants</i>
11. The Haryana State Co-operative Apex Bank Ltd.	2
12. The Kalupur Commercial Co-op Bank Ltd	12
13. The NKGSB Co-op Bank Ltd	1
14. The Rajasthan state co-op Bank Ltd	1
15. The Zoroastrian Co-op. Bank Ltd.	2
16. TJSB Sahakari Bank Ltd	2
17. Vasai Janata Sahakari Bank Ltd.	1
Sub-Total	57
E. REGIONAL RURAL BANKS	
1. Aryavart Bank	6
2. Kerala Gramin Bank	1
3. Sarva Haryana Gramin Bank Ltd.	1
Sub-Total	8
F. FINANCIAL INSTITUTIONS	
1. Aditya Birla Finance Ltd.	3
2. Andhra Pradesh State Financial Corporation	2
3. Export-Import Bank of India	20
4. IFCI Ltd.	4
5. National Bank for Agriculture and Rural Development	32
6. PNB Housing Finance Limited	4
7. Securities and Exchange Board of India (SEBI)	6
8. Small Industries Development Bank of India (SIDBI)	19
Sub-Total	90
G. FOREIGN BANKS (IN INDIA)	
1. Credit Agricole CIB Services Pvt. Ltd.	1
2. Credit Agricole Corporate & Investment Bank	5
3. Mashreq Bank PSC - India	5
4. MUFG Bank Ltd.	1
5. SBM Bank (India) Limited	4

<i>Organization</i>	<i>No. of Participants</i>
6. Shinhan Bank	1
7. Sumitomo Mitsui Banking Corporation	7
Sub-Total	24
H. FOREIGN BANKS (OUTSIDE INDIA)	
1. Access Bank Ltd., Gambia	1
2. Access Bank, Sierra Leone Ltd	1
3. Agricultural Development Bank Ltd., Nepal	12
4. BAC International Bank Inc., Panama	1
5. Balad Bank, Sudan	1
6. Bangko Sentral ng Pilipinas	1
7. Bank of Kathmandu Ltd.	2
8. Bank of Mauritius	6
9. Bank of South Sudan	2
10. Bank of Tanzania	1
11. Banque Malienne De Solidarite Succursale De Cote D'Ivoire	1
12. Central Bank of Egypt	5
13. Central Bank of Jordan	3
14. Central Bank of Myanmar	7
15. Central Bank of Nigeria	1
16. Central Bank of Paraguay	1
17. Citizens Bank International Ltd.	28
18. Civil Bank Ltd.	3
19. Commercial Bank of Ethiopia	1
20. CRDB BANK PLC	1
21. Demir Kyrgyz International Bank	2
22. Forward Microfinance Laghubitta Bittiya Sanstha Ltd.	1
23. Global IME Bank Ltd	12
24. Hatton National Bank PLC	1
25. Himalayan Bank Ltd.	4
26. IME Ltd.	1
27. Ipak Yuli Bank	1

<i>Organization</i>	<i>No. of Participants</i>
28. Ipoteka Bank	1
29. JSC Jusan Bank, Kazakhstan	1
30. Kumari Bank Limited	3
31. Mahuli Laghubitta Bittiya Sanstha Ltd.	1
32. Mashreq Bank PSC	3
33. Mashreq Bank PSC	3
34. Mashreq Bank PSC	1
35. Mashreq Bank PSC	5
36. Mbulak Bank, Kyrgyzstan	1
37. Mithila Laghubitta Bittiya Sanstha Ltd.	1
38. National Bank of Cambodia	4
39. National Bank of Ethiopia	2
40. National Bank of Tajikistan	3
41. National Bank of Tajikistan in Khujand, Tajikistan	1
42. National Bank of the Republic of Belarus	5
43. National Co-operative Bank Ltd., Nepal	3
44. National Savings and Credit Bank	1
45. NCBL - Dhangadhimai Sana Kishan Krishi Sahakari Sanstha Limited	2
46. NCBL - Ma Bhawani Sana Kishan Krishi Sahakari Sanstha Limited	2
47. NCBL - Sana Kishan Krishi Sahakari Sanstha Limited	3
48. NCBL - Shree Ghar Aangan Small Farmers Agriculture Cooperative Limited	2
49. NCF- Shree Goutam Budha Swavalamban Bachat Nim Sahakari Sanstha Ltd, Nepal	1
50. NCF-Shree Jan Uthan Swa Batch Bitha Nim Sahakari Sanstha Ltd, Nepal	1
51. Nepal Federation of Savings and Credit Cooperative Unions Ltd. (NEFSCUN)	4
52. Nepal Rastra Bank	5
53. NMB Bank Limited	3
54. NRB - Banking Department	2
55. NRB - Financial Management Department	1

<i>Organization</i>	<i>No. of Participants</i>
56. NRB - Internal Audit Department	1
57. Prabhu Bank Ltd.	13
58. Rastriya Banijya Bank	1
59. RMDC Upakar Laghubitta Bittiya Sanstha Ltd. Nepal	6
60. RSDC Laghubitta Bittiya Sanstha Ltd.	2
61. Sanima Bank	11
62. Siddhartha Bank Ltd	15
63. Siddheswari Mahila Saving and Credit Cooperative Ltd.	1
64. State Saving Bank, Republic of Tajikistan Amonatbank	1
65. Surma Saipal Saving and Credit Co-op Ltd.	4
66. Swabolamban Laghubitta Bittya Sanstha Ltd.	1
67. T Bank Ltd.	30
68. The Bank of Nevis Limited, St Kitts & Nevis	1
Sub-Total	253
I. NON-BANKING FINANCE COMPANIES	
1. Avanse Financial Services Limited	1
2. India Infrastructure Finance Company Limited	9
3. LIC Housing Finance Ltd.	29
4. National Housing Bank	37
5. PNB Gilts Ltd.	4
6. Repco Home Finance Ltd.	10
7. The National Bank for Financing Infrastructure and Development	2
8. Tourism Fin. Corp. of India Ltd.	1
Sub-Total	93
J. CENTRAL/STATE GOVT. BODIES	
1. Pension Fund Regulatory and Development Authority	4
2. The Comptroller & Auditor General of India (CAG)	30
Sub-Total	34

<i>Organization</i>	<i>No. of Participants</i>
K. OTHER ORGANISATIONS	
<i>In India</i>	
1. Ambit Finvest Private Limited	3
2. Clearcorp Dealing Systems (India) Limited	5
3. ECGC Ltd.	56
4. Indian Banks' Association	2
5. Indian Oil Corporation Limited	2
6. Indian Renewable Energy Development Agency Limited	3
7. Individuals	45
8. International Financial Services Centers Authority	15
9. Manipal Business Solutions Private Limited	1
10. MIT World Peace University	1
11. NABFINS Ltd.	2
12. National Academy of Defence Financial Management (NADFM)	24
13. National Institute of Bank Management	2
14. National Payments Corporation of India	15
15. The Clearing Corporation of India Ltd.	7
Sub-Total	183
<i>Outside India</i>	
1. Arba Minch University	2
2. Ardhi University, Tanzania	1
3. Capital Com Stock and CFD Investing Ltd, Seychelles	1
4. City maternity Hospital, Tajikistan	1
5. CJSC Sughurtai avvalini milli, Tajikistan	2
6. Debre Markos University	1
7. Direction District of Posts and Telecommunication Mila, Algeria	1
8. Directorate of Post and Telecommunications in Tissemsilt Province, Algeria	1
9. Directorate of Wilaya of Post and Telecommunications, Algeria	1

<i>Organization</i>	<i>No. of Participants</i>
10. General Department of Treasury & Public Accounting, Cote D'ivoire	1
11. Government, South Sudan	1
12. Jubilee Allianz General Insurance Company, Uganda	1
13. Military Financial Administration, Palestine	2
14. Ministry of Agriculture and Rural Development, Algeria	1
15. Ministry of Agriculture, Oman	1
16. Ministry of Economic Development and Trade, Tajikistan	1
17. Ministry of Economic Development, Maldives	1
18. Ministry of Electric Power, Myanmar	1
19. Ministry of Environment, Panama	1
20. Ministry of Finance and Planning, Juba, South Sudan	1
21. Ministry of Finance and Planning, South Sudan	3
22. Ministry of Finance Sri Lanka	1
23. Ministry of Finance, Econnmice Stabilization and national policies, Sri Lanka	1
24. Ministry of Finance, Economic Planning and Development, Mauritius	2
25. Ministry of Finance, Maldives	1
26. Ministry of Finance, Mongolia	1
27. Ministry of Finance, Paraguay	2
28. Ministry of Finance, Syrian Insurance Co.	1
29. Ministry of Interior, Palestine	2
30. Ministry of Labour, Oman	1
31. Ministry of Planning And Finance, Myanmar	1
32. Ministry of Trade and Industry, South Sudan	2
33. MMG TRUST S.A, Panama	1
34. Mozambique Telecom	3

<i>Organization</i>	<i>No. of Participants</i>	<i>Organization</i>	<i>No. of Participants</i>
35. National Aquatic Resources Research and Development Agency, Sri Lanka	1	40. Signify, Panama	1
36. National Autonomous University of Honduras	1	41. Tanzania Institute of Accountancy	1
37. National Livestock Development Board Sri Lanka	1	42. The National Treasury, Kenya	1
38. Post and Telecommunications, Algeria	1	43. The Vietnam National Institute of Educational Sciences, Vietnam	1
39. Self Microfinance Fund Under Ministry of Finance, Tanzania	1	44. Tmcel Mozambique Telecom SA, Mozambique	1
		45. Zimnat Life Assurance Company Limited, Zimbabwe	1
		Sub-Total	56
Grand Total Number of Participants 3076			

Country-Wise Number of Foreign Participants

<i>Country</i>	<i>No. of Participants</i>	<i>Country</i>	<i>No. of Participants</i>
1. Algeria	5	22. Palestine	4
2. Belarus	5	23. Panama	5
3. Bhutan	30	24. Paraguay	3
4. Cambodia	4	25. Philippines	1
5. Côte d'Ivoire	2	26. Qatar	1
6. Egypt	8	27. Saint Kitts and Nevis	1
7. Ethiopia	6	28. Seychelles	1
8. Gambia	2	29. Sierra Leone	1
9. Honduras	1	30. South Sudan	4
10. Jordan	3	31. Sri Lanka	4
11. Kazakhstan	1	32. Sudan	5
12. Kenya	1	33. Syria	1
13. Kyrgyzstan	3	34. Tajikistan	9
14. Maldives	2	35. Tanzania	5
15. Mauritius	9	36. Uganda	1
16. Mongolia	1	37. United Arab Emirates	8
17. Mozambique	4	38. Uzbekistan	2
18. Myanmar	9	39. Vietnam	1
19. Nepal	152	40. Zambia	1
20. Nigeria	1	41. Zimbabwe	1
21. Oman	2		
<i>Total Number of Participants</i>		<i>310</i>	

Guest Speakers of NIBM Programmes

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organization</i>	<i>Topic</i>
1.	Shri A B Vijayakumar	ED, Bank of Maharashtra	Change Management, Discipline Management, Banking Strategy and Industry Leadership
2.	Shri Ajay Vyas	Former Executive Director, UCO Bank	Developing Government Business Opportunities at the State Level
3.	Shri Akhilesh Kumar	CGM, PFRDA	Pension Fund Industry: Scopes and Challenges in India, Overview of Top Global Pension Schemes, their Comparative Analysis, Fundamental Concepts in Retirement Planning and various Investment Products
4.	Shri Akshay Vir	Head Strategy, Moneytor	Leveraging Technology for Loan Recovery and Monitoring
5.	Shri Aliasgar Karachiwala	Senior Vice President, RBL Bank	Robotic Process Automation
6.	Ms Alpana Killawala	Retd CGM, RBI	Communication and Networking: Within and outside the Organization
7.	Shri CA Amit Darekar	Partner, Finpro Consulting	Reading and Analysing Financial Statements as per IFRS / IndAS
8.	Shri Amit Sinha	CEO, Unati	Agri-Fintech: Innovations & Business Models
9.	Shri Anand Singh	GM, National Marketing Department, ECGC	Functions of Marketing & Sales Skills
10.	Shri Anand Venkatanaryanan	Co-Founder, DeepStrat	Cyber Risk Management and Governance
11.	Shri Anand Viswanathan	Head of Market Risk, Axis Bank	Managing Climate Risk in Banks and FI: A Practitioner Perspective
12.	Shri Aniket Bhosle	Director, EY	Cyber Security Breaches: Examples and Cases
13.	Shri Anuj Ranjan	General Manager, Reserve Bank of India	Digital Lending and Regulatory Compliance
14.	Ms Aruna Narayan	Director, Telematics India Ltd.	MSME Stakeholder's Perspective

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
15. Shri Ashish Kyal	CMT Director, Wavesstrategy	Trading Strategies using Elliot Wave Theory (Online videos), Trading Strategies using Elliot Wave Theory (Hybrid Mode)
16. Shri Ashutosh Bishnoi	former MD & CEO, Mahindra AMC	Mutual Fund Investments: Performance Evaluation, Investment Strategies, and Risk Management
17. Shri Atul Kumar	GM, Canara Bank	Digital Transformation in Banking
18. Shri C VR Rajendran	MD & CEO, CSB Bank	Integrated Treasury: Operations, Products, Scopes and Challenges (Online Session)
19. Ms Capt. Bindu Sharma	Chief Security Officer, Bank of India	Security Breaches, Incident Report, Prevention Action, Disaster Management, Fire Prevention and New Technology Related to FEs & Hydrant Systems, Electronic Security System: Lecture cum Demo
20. Shri Chandra Sekhar V	Lead Engineer, Samsung	Customer Analytics
21. Shri Chandrasekar Daithankar	IPS (Retd), Police Depatement	Intrraction with Participants on Security Management
22. Shri Chetan Shirnali	Venture Partner, Turbo Start	Panel Discussion on Deal Sourcing, Due Diligence, Negotiation, Deal Structuring
23. Shri Chinmay Gavankar	Director, Azure Data & AI Specialist Team Unit Microsoft Corporation (India) Pvt. Ltd.	AI / ML for Fraud Detection in Banks
24. Ms Deepa Sandeep Deshpande	Director RTI, YASHADA	RTI Act
25. Shri Deepak Narang	Ex-ED, United Bank of India	Early Warning Signals for Credit Frauds
26. Shri Dharmveer Singh Shekhawat	General Manager GBD, Bank of India	Managing Client Relationships with Government Departments
27. Shri Dimakh Sahasrabuddhe	Director, Dimakh Consultants	Social Media Marketing
28. Shri Dinesh Soni	Senior Vice President, NSE	Securities Intermediaries Compliance (Online)
29. Shri Drupad Shah	Jt. General Manager, ICICI Bank	Frauds in Retail Loans and its Prevention
30. Shri Dukhabandhu Rath	Chief General Manager, State Bank of India	AML, KYC, FATCA, CRS

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
31. Shri G Mahalingam	WholeTime Member, SEBI	<ul style="list-style-type: none"> – Indian Financial Market: Structure, Products, Participants, Regulation, Recent Developments – Financial Market in India: Products, Market Developments, Scope, & Challenges for Investors (Online) – Various Regulatory Bodies in India (RBI, SEBI, IRDA, PFRDA, EPFO): Issues of Overlap and their Drawback Detrimental to Subscribers' Interest (Online) – Role of Monetary Policy and Central Bank Intervention in the Financial Market (Online Session)
32. Shri Ganesh Kumar S	Ex-Executive Director, Reserve Bank of India	<ul style="list-style-type: none"> – Technology Risk for Auditors Audit in Digital Environment, Audit of Outsourced Activities – Omnichannel Management for Successful Digital Transformation – Emerging Technological Challenges and Leadership Responses in the Context of Banks
33. Shri Gaurav Jolly	Head - Government Services & Finance Vertical, AWS Public Sector	Cloud Infra and Strategy
34. Shri Gautam Sanyal	General Manager, ICICI Bank Ltd.	<ul style="list-style-type: none"> – Structuring the ICAAP Report, Risk Appetite Statement and Capital Management - Live Session by Guest Speaker – Capital Planning, RAROC, and Risk Based Pricing – Credit Risk ECL & IRB Modelling - Corporate & Retail
35. Ms Geetika Raheja	Director, PwC	Popular Payment Models across the World
36. Dr Hema Yadav	Director, VAMNICOM - CICTAB	Inaugural Address in Programme on Women Empowerment through Income Generating Activities (In Collaboration with CICTAB)
37. Shri Hemant Krishna	Partner, Lakshmikumaran & Sridharan	Panel Discussion on Deal Sourcing, Due Diligence, Negotiation, Deal Structuring

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
38. Shri Hitesh Sachdev	Head, Start-up, ICICI Bank	Fintech Strategy
39. Shri Indraneel Fuke	Director, Simpleworks Solutions Pvt. Ltd.	CRM: Lead and Campaign Management
40. Shri Ishnath Jha	GM, HRD, ECGC	Overview of ECGC & Functions of HRD
41. Shri Jagdish Chander	General Manager, Canara Bank	Credit Risk under IRB: Internal Rating Models
42. Shri Jayavardhan Sambedu	Co-founder and CTO, Curl tech	Social Media in Banking Marketing
43. Dr K L Raju	General Manager, Union Bank of India	RTI Act, General Compliance
44. Dr K Srinivasa Rao	Former Director, NIBSCOM	Managing Customer Service and Related Issues in Co-Lending Model
45. Shri Kajal Ghose	Independent Director, Utkarsh Small Finance Bank	Technology led Customer Acquisition in Banks
46. Shri Kamal Singhania	SVP, CCIL	Forex Settlement through CCIL
47. Shri Kamlesh Nagware	VP, Snapper Future Tech.	Functioning of Blockchain
48. Dr Kasturi Das	Professor of Economics, Institute of Management Technology, Ghaziabad	Global Climate Change: Causes, Impacts and Policy Responses
49. Shri Kishor Pradhan	CEO, Global Trade	Factoring and Forfaiting
50. Shri Krishnan Chari	Chief Risk Officer, Worldline Global	Climate Risk and ESG Rating Framework
51. Shri Krishnan Sitaraman	Senior Director, CRISIL	Credit Appraisal of Various Non - SLR Products and Role of External Ratings (Online)
52. Shri Litesh Majethia	Senior Director& Head - Supply Chain Finance, Bank of Baroda	Supply Chain Financing
53. Smt M Farhana	General Manager, DOS, Reserve Bank of India	Risk Based Supervision
54. Shri M Senthilnathan	CMD, ECGC Ltd.	Inaugural Session in Induction Training Programme for Probationary Officers of ECGC - Batch - 1
55. Shri Manoj Yadav	Associate Vice Presendant, COSMOS Bank	– Innovations in Acquiring Infrastructure – Liquidity Management and Central Bank's Market Operations

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
56. Shri Manoranjan Padhy	General Manager - FMOD, Reserve Bank of India	Role of RBI in Money, G-Sec and Forex Market
57. Shri Mrinmoy Jena	Associate Director, PWC	VA / PT, Mobile AppSec Audit
58. Shri N Venkatraman	Vice President, CCIL	Settlement of Domestic and Forex Deals: Central Counterparty Settlement, Documentation
59. Shri CA Nachiket Pendharkar	Partner, CA Consulting Firm	Advancements in Audit Techniques Analysis of Core Banking Data, Data Cleaning, Data Analysis Tools
60. Shri Narayan Neelakantan	Co-Founder & CEO, Block Armour	– SOC / CSOC / Next Gen SOC – Network Security / VPNs and Threats in Remote Working
61. Shri Neelam Damodharan	Ex-ED, Bank of India	Role of Leadership for Creating High Performance Culture
62. Shri Nikhil L Patil	Regional Head, Coordinator, Maharashtra, Govt e Market Place	Procurement through GeM (Government e-Marketplace)
63. Shri Nilendu Mishra	PF Commissioner, EPFO	Financial Safety Net: Types of Provident Funds in India, their Usage as Retirement Corpus (Online)
64. Shri Nitin Chugh	DMD, State Bank of India	Inaugural Address in Training Programme on Digital Transformation in Banking (Focus: FinTech, Digital and Analytics)
65. Shri Prabhat Ranjan	Retd. IPS, Security Advisor, Reserve Bank of India	Security Environment Prevailing in the Country and its Impact on Security in Banks
66. Shri R K Singh	General Manager, Canara Bank	Adressed Participants of Programme on Risk Management for the Executives of Canara Bank Batch-2
67. Shri Rahul Ghosh	VP & Head, NCDE	Currency Derivatives: Structuring, Valuations and Applications in Risk Management
68. Shri Rahul Gupta	Head Research, Emkay Global	Application of Technical Indicators to Equity and Derivatives Desk: Practitioner's Perspectives

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
69. Shri Raj Koganti	Managing Director, 42 Students	– Big Data Analytics and Applications in Banking – Outlier Identification & Business Insights Covering SQL, MongoDB, and Tableau – Python based Model Building with Key Libraries Overview of Google Cloud Platform (GCP) and the Essential Tools for Structured and Unstructured Data
70. Shri Rajdeep Saha	Managing Director, Protiviti	Open Banking and Embedded Finance
71. Shri Rajeev Diwakar Khond	CEO, Muthoot Finance Ltd.	Management of Pillar 2 Risks under ICAAP
72. Shri Rajesh Ram	GM(IT), Bank of India	Digital Payments: Challenges in Adoption
73. Shri Rajesh V Natarajan	Associate Professor - Data Science & IS, IFMR-KREA Graduate School of Business	Blockchain Technology
74. Shri Rajiv Janjanam	SVP & Product Head Digital Finance, RBL Bank Ltd.	Digital Lending Models : Co-lending, BNPL, etc.
75. Shri Rakesh Verma	Director, Stripe	Regulatory Framework for Digital Payments, Payments Vision of RBI
76. Shri Ram Kumar	Rtd. Chief General Manager, Punjab National Bank	Development of RBIA Framework to Address Emerging Risks
77. Shri Ram Kumar Jaglan	General Manager GBD, Union Bank of India	Banking Needs of Government Departments and PSEs
78. Shri Ramesh Srinivasan	COO, NABKISAN	Financing FPOs (Online)
79. Shri Ramgopal Subramani	Chief Operating Officer, Perfios Software Solutions	– Digital lending: Loan Origination to Loan Management Solutions – Loan Origination and Management Solutions
80. Shri Ranjeet Rane	Independent Consultant, Technology Policy Consultant	Cyber Security Framework, Data Privacy
81. Shri Ronnie Quadras	VP- Head-Capital Account Transactions, Axis Bank	Investments by NRI/OCI - FDI and other Foreign Investment

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
82. Shri S P Gautam	Director, Railway Board, Ex-Technical Examiner, Indian Railways	– QCBS,LCC & Other Methods for Bid Evaluation – e-Tendering etc. - Advantage & Loop Holes – Documents Covering Procurement (Procurement of Works, Goods & Services)
83. Shri Saikat Datta	Co-Founder, DeepStrat	Cyber Risk Management and Governance
84. Shri Sameer Joshi	Sr. President - Country Head, YES Bank	Auditing Payment Systems and Cloud Infrastructure
85. Shri Sameer Rastogi	CVO, Rashtriya Chemicals and Fertilizers Limited	Procurement of Consulting Services & Case Studies
86. Shri Sandip Ghose	Former Director, NISM and Former CGM, RBI	Leadership Tree
87. Shri Sandipan Ray	Practice Head - DSAG, ICICI Bank Ltd.	AI for Alternative Credit Decisioning and Risk Management
88. Shri Sanjeev Kumar	Head, Rates Trading, Edelweiss	Bourse Game: Trading in Securities (G-Sec., Corporate Bonds), Bourse Game: Trading in Money Market (T- Bills, CPs, CDs, Call, Repo)
89. Shri Satyajit Dwivedi	CEO, National Centre for Financial Education	Financial Literacy and Education for Financial Inclusion
90. Shri Saurabh Nath	General Manager, Reserve Bank of India	Role of RBI in Money, G-Sec and Forex Market, Liquidity Management and Central Bank's Market Operations
91. Dr Shromona Ganguly	Assistant General Manager, Reserve Bank of India	Global Financial Crisis - Impact on Indian Economy
92. Shri Siddharth Durbha	Associate Director, KPMG	Emerging Technology Trends and Cyber Security
93. Shri Siddharth Salunke	Chairman, Bio-Era Group of Companies	MSME Stakeholder's Perspective
94. Ms Smita Pandit	GM, Head Office (CS), ECGC	Insurance and other Regulatory Compliances, RDA Regulations and Grievance Redressal Mechanism of ECGC Ltd.
95. Dr Srikanta Kundu	Asst. Professor, Indian Statistical Institute Kolkatta	Estimation of Market Volatility, Simple and Multiple Regression for Financial Data - R Application

<i>Sr. Guest Speaker No.</i>	<i>Designation and Organization</i>	<i>Topic</i>
96. Shri Subhadip Saha	Head, DT, HDFC Bank	AI for Banking Business, Assessing Organization's AI Readiness, Applications of AI in banking
97. Shri Subhash Chand	General Manager DBGD, Reserve Bank of India	Operational challenges in conduct of Government Banking Business
98. Shri Sunil Joshi	Executive Director, ECGC Ltd.	Address by Executive Director, ECGC
99. Shri Sunil Kulkarni	CEO, Business Correspondents Federation of India	Agent Banking Model: Leveraging Technology for DFI
100. Shri Sunil T S Nair	General Manager, Reserve Bank of India	Managing Climate Risk: Regulatory Perspective
101. Shri Suresh Narsimha	Venture Capitalist, CoCreate Ventures	Interface with An Entrepreneur
102. Shri Susanta Kumar Dash	Dy. CTO (IT-DB), State Bank of India	Digital Financial Inclusion: SBI Experiences
103. Ms Swapna Bandopadhaya	General mnager, Bank of Baroda	Employee Engagement, Performance Management System, Developing Managerial Leadership
104. Shri Umesh Kumar Singh	CVO, Union Bank of India	<ul style="list-style-type: none"> – Investigation in ATMs, Checks, Subsidy a/c., Staff a/c., Forex, and Advances a/c. – Investigation in Procurement Related Frauds – Challenges in Procurement in Banks &FI
105. Shri V G Kannan	Former MD, State Bank of India	Valedictory Session in Advanced Program on Banking & Leadership for a Digital World (in Collaboration with NSE Talent Sprint)
106. Shri V N Kamble	General Manager, Bank of Maharashtra	Financial Inclusion in India: Policy and Experiences
107. Shri Varun V Singhi	Chief Operating Officer, Aquarius Exchange	Decentralised Finance and Stablecoins
108. Shri Yogish B Acharya	GM, Canara Bank	Inaugural Address in Faculty Development Programme for Canara Bank (at CIBM, Manipal)

Conferences, Seminars and Programmes Attended by NIBM Faculty in India

1. Prof Partha Ray
- : **Mumbai**
Gave a lecture at the HO of Raymond Ltd., Mumbai, on 'Economic Implications of Russia-Ukraine War'.
May 13, 2022
 - : **Bengaluru**
Delivered a talk on 'Current Issues in Macroeconomics' at the Economists Meet at Azim Premji University, Bengaluru.
July 16, 2022
 - : **New Delhi**
Attended the symposium of the Max Weber Forum of South Asian Studies on 'Dexterities and Edifices of Belonging: Perspectives on Modern South Asia', New Delhi.
September 20, 2022
 - : **Mumbai**
Attended the Knowledge Series event on 'Central Bank Digital Currency' at the U.S. Consulate, Mumbai.
September 28, 2022
 - : **Mumbai**
Delivered a talk on 'Budget 2023: Impact on the Common Man and Predictions for the Economy' at REBIT, RBI, Mumbai.
February 6, 2023
 - : Attended the 4th SEBI-NISM Conference as a jury member. The theme of the conference was 'Indian Securities Markets - The Next Agenda'.
March 2 - 3, 2023
-

Statement of Accounts for the Year 2022–23



National Institute of Bank Management

P G BHAGWAT LLP

Chartered Accountants

LLPIN: AAT-9949

HEAD OFFICE

Suite 102, 'Orchard'

Dr. Pai Marg, Baner, Pune - 45

Tel (O): 020 - 27290771/1772/1773

Email: pgb@pgbhagwatca.com

Web: www.pgbhagwatca.com

**REPORT OF AN AUDITOR RELATING TO ACCOUNTS AUDITED UNDER SUB SECTION (2)
OF SECTION 33 & 34 AND RULE 19 OF THE BOMBAY PUBLIC TRUST ACT****Name of the Public Trust: National Institute of Bank Management, Registration No.: F-1867(BOM)****Address of the Trust: National Institute of Bank Management, NIBM PO, Kondhwa Khurd, Pune 411048****For the year ended: 31st March, 2023****A. REPORT RELATING TO ACCOUNTS U/S 33 & RULE 19 (1)**

- (a) Whether the accounts are maintained regularly and in accordance with the provisions of the Act and the rules; Yes
- (b) Whether receipts and disbursements, are properly and correctly shown in the accounts; Yes
- (c) Whether the cash balance and vouchers in the custody of the manager or trustee on the date of the audit were in agreement with the accounts; Yes
- (d) Whether all books, deeds, accounts, vouchers or other documents or records required by the auditor were produced before him; Yes
- (e) Whether a register of moveable or immovable properties is properly maintained, the changes therein are communicated from time to time to the regional office, and the defects and inaccuracies mentioned in the previous audit report have been duly complied with; The Institute has maintained Physical register of movable and immovable properties. However the physical verification of the said properties was not conducted during the period.
- (f) Whether the manager or trustee or any other person required by the auditor to appear before him did so and furnished the necessary information required by him; Yes
- (g) Whether any property or funds of the trust were applied for any object or purpose other than the object or purpose of the trust; No
- (h) the amounts of the outstanding for more than one year and the amounts written off, if any; i. Amount Outstanding for more than one year Rs.1,01,289/-
ii. Amount written off- Rs.2,14,052/-
- (i) whether tenders were invited for repairs or construction involving expenditure exceeding Rs.5,000; Tenders are generally invited for repairs & construction involving expenditure exceeding Rs.5000/-
- (j) whether any money of the public trust has been invested contrary to the provisions of section 35; No

Offices at: Mumbai | Kolhapur | Belgaum | Hubli | Dharwad | Bengaluru

- | | |
|---|---|
| <p>(k) alienations, if any, of the immovable property contrary to the provisions of section 36 which have come to the notice of the auditor;</p> | <p>The institute has given land & building on lease to the Bank of Maharashtra and Post Office for consolidated lease of Rs.56,300/- plus GST per month till March 2023. The above lease amount is after retrospective increase in maintenance charges from Jan, 2017. According to explanation given to us, the Institute has made an application to the Charity Commissioner for granting permission & the same is awaited.</p> |
| <p>(l) any special matter the auditor may think fit or necessary to bring to the notice of the Deputy or Assistant Charity Commissioner;</p> | <p>Please refer 'Notes to Accounts' of the financial statements & Annexure A attached to the Audit Report.</p> |
| <p>(m) all cases of irregular, illegal or improper expenditure or failure or omission to recover moneys or other property belonging to the public trust or of loss, or waste of money or other property thereof, and whether such expenditure, failure, omission, loss or waste was caused in consequence of breach of trust or misapplication or any other misconduct on the part of the trustee or any other person while in the management of the trust;</p> | <p>There are no cases of irregular, illegal or improper expenditures.</p> |
| <p>(n) Whether the budget has been filed in the form provided by rule 16A.</p> | <p>Yes, Filed on 10.02.2022</p> |

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

- | | |
|---|---|
| <p>(a) Whether the maximum and minimum number of the trustees is maintained;</p> | <p>Yes</p> |
| <p>(b) Whether the meetings are held regularly as provided in such instrument;</p> | <p>Yes</p> |
| <p>(c) Whether the minute book of the proceedings of the meeting is maintained;</p> | <p>Yes</p> |
| <p>(d) Whether any of the trustees has any interest in the investment of the trust;</p> | <p>No</p> |
| <p>(e) Whether any of the trustees is a debtor or creditor of the trust;</p> | <p>No</p> |
| <p>(f) Whether the irregularities 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.</p> | <p>Yes, except as mentioned in Annexure A attached to the Audit Report.</p> |

For P G BHAGWAT LLP
Chartered Accountants
Firm Registration No: 101118W/W100682

Nachiket Deo
Partner
Membership Number: 117695
Pune
Date: 9th August 2023
UDIN:

Notes to Auditor's Report for the year ended March 2023
ANNEXURE A

1. Outstanding Income and Contributions, other than interest on Fixed Deposits are subject to confirmations, reconciliations & consequential adjustments, if any.
2. Outstanding balances of Fixed Deposits are subject to bank confirmations.
3. Refer 'Note No. XVI of Schedule 8, Notes to Accounts. The Institute has filed appeal various income tax authorities.

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

<i>Period</i>	<i>Amount</i>	<i>Remarks</i>
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. Written submission for the appeal was made on 22.12.2021. Additional documents submitted in response to the notice. The submission was made on 01.02.2023.
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. Written submission to the appeal was made on 22.12.2021. Additional documents submitted in response to the notice. The submission was made on 01.02.2023.
AY 2015-16	Tax assessed at Rs. 97,16,250	Exemption u/s 11 is allowed. However, exemption u/s 10(23C) is denied, for which the appeal was filed and hearing was held on 21.06.2023. The order is awaited. Meanwhile, the Institute has requested to give effect to the order that is passed in our favor on 29.03.2023.
AY 2016-17	Tax assessed at Rs. 3,28,57,073 + Interest	Exemption u/s 11 is allowed. However, exemption u/s 10(23C) is denied, for which the appeal was filed and hearing was held on 21.06.2023. The order is awaited. Meanwhile, the Institute has requested to give effect to the order that is passed in our favor on 29.03.2023.
AY 2017-18	Tax assessed at Rs.2,18,40,204	Exemption u/s 11 is allowed. However, exemption u/s 10(23C) is denied, for which the appeal was filed and hearing was held on 21.06.2023. The order is awaited. Meanwhile, the Institute has requested to give effect to the order that is passed in our favor on 29.03.2023.

<i>Period</i>	<i>Amount</i>	<i>Remarks</i>
AY 2018-19		Exemption u/s 11 is allowed. The order is awaited. Meanwhile, the Institute has requested to give effect to the order that is passed in our favor on 29.03.2023. However, exemption u/s 10(23C) is denied, for which the appeal was filed and hearing was held on 06.07.2023. Institute is allowed exemption u/s 10(23C) also vide order dated 26.07.2023
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. Appeal with the CIT(A) filed online on 18.8.2021. Additional submission made on 18.04.2022.
4. We invite attention to Note No. XV of Schedule 8, Notes to Accounts, wherein the institute has following open court cases:		
(a) NIBM Land admeasuring 4755 sq meter in Survey No. 22/2B was forcibly encroached and illegally occupied by the adjoining landlord and it was in dispute in the Pune District Court. In January 2016, the case was dismissed in favour of the defendant landlord Mr. Daruwala.		
In response, NIBM has filed a Civil Revision Application No. 417/2016 (Stamp No. CRAFT/9497/2016) with Hon'ble High Court of Bombay through Law Firm M/s Udwadia & co. in March 2016. The Civil Revision Application has been admitted by Bombay HC and the matter was last listed on 14th Jan 2019 wherein the Hon'ble HC had directed the registry to place the matter for final hearing. The date for final hearing is awaited from Bombay HC.		
(b) Institute has taken a flat on lease / rent in the year 1969. This flat is located on 14th Floor of Pemino Building at Altamount Road, Mumbai for Director's residence. The said flat is covered under Bombay Rent Control Act and the owner of the flat has filed below 4 cases for eviction of tenant (NIBM) under Bombay Rent Control Act:		
Suit No. 549/822 of 2014		
Suit No. 530/2015		
Suit No. 1153/2015		
Suit No. 1148/2017		
Currently all these cases are pending at Small Causes Court, Bhoiwada, Mumbai and evidence submission has been done against Suit No. 530/2015, 1153/2015 & 1148/2017. The case is being handled by law firm 'The Law Point' and matter is currently sub-judice.		

Annual National Institute of Balance Sheet

As at 31.03.2022	Funds & Liabilities	Schedule	As at 31.03.2023
Rs.			Rs.
	NIBM Trust / Corpus Fund		Rs.
123,622,715	Balance as per last Balance Sheet	523,157,849	
23,157,849	Add: Interest allocated during the year	25,106,916	
376,377,285	Add: Transferred from General Fund	–	548,264,765
523,157,894			
	General Fund		
1,064,520,784	Balance as per last Balance Sheet	816,509,491	
33,529,527	Add: Surplus during the year transferred from Income & Expenditure	84,982,603	
14,371	Add: House Furnishing and Conveyance Loan Balance	–	
32,003,325	Add: Transferred from NIBM Publication Fund	–	
76,933,567	Add: Transferred from PGDM Fund	–	
1,207,001,574		901,492,094	
11,864,799	Less: Transferred to Sinking Fund for Depreciation	–	
376,377,285	Less: Transferred to NIBM Corpus Fund	–	
2,250,000	Less: Merit-cum-Means loan Scholarship	–	
–	Add: Transfer from Sinking Fund	8,027,872	
–	Add: Transfer from Fund Upgradation Fund	4,555,878	
–	Less: Transfer to Employee Welfare Fund	643,550	913,432,294
816,509,491			
	Fund-Upgradation of NIBM		
840,152,751	Balance as per last Balance Sheet	891,267,953	
13,762,046	Add: Contribution received from Member Banks towards Non-Recurring Expenses	13,676,045	
37,353,156	Add: Interest on Deposits	41,157,418	
–	Less: Utilisation of Fund	767,742	
–	Less: Transfer to General Fund	4,555,878	940,777,796
891,267,953			
	Employees' Welfare Fund		
4,260,443	Balance as per last Balance Sheet	4,457,769	
–	Add: Contribution received during the year	643,550	
197,326	Add: Interest allocated during the year	213,933	
–	Less: Payment made during the year	283,500	5,031,752
4,457,769			
	Sinking Fund for Depreciation		
143,728,360	Balance as per last Balance Sheet	162,250,038	
11,864,799	Add: Transferred from General Fund during the year	–	
6,656,878	Add: Interest allocated during the year	7,786,556	
–	Less: Transfer to General Fund	8,027,872	162,008,722
162,250,038			
	NIBM Publications Fund		
32,003,325	Balance as per last Balance Sheet	–	
–	Add: Interest allocated during the year	–	
32,003,325	Less: Transferred to General Fund	–	
–		–	
2,397,643,100	c/f		2,569,515,328

Accounts

Bank Management

as at 31st March, 2023

As at 31.03.2022	Properties & Assets	Schedule	As at 31.03.2023
Rs.			Rs.
118,162,381	Property, Plant & Equipments including Intangible Assets	1	119,254,675
17,725,480	Capital Work in Progress		58,319,975
	Current Assets, Loans & Advances		
163,856,601	Outstanding Income & Contribution	2	252,196,633
196,335	Advances : Employees		47,602
865,299	: Others		729,012
110,000	: Scholarship		40,000
26,400	Conveyance Loan		26,400
91,241	House Furnishing Loan		85,840
2,902,932	Other Deposits		2,993,762
4,723,556	Income Tax Paid under Protest		4,723,556
6,822,865	Prepaid Expenses		10,425,667
	Duties & Taxes		
252,061,769	For Tax Deducted at Source		259,346,415
21,170,661	For Goods & Service Tax		1,807,732
452,827,659			532,422,619
	Cash & Bank Balances		
	A) Cash & Stamps on Hand		
9,301	(i) Cash in Hand		10,000
339,568	(ii) Postal Stamps		363,593
8,310,025	B) In Current Accounts with Banks - General Fund		53,333,136
6,012,524	C) In Current Accounts with Banks (Earmarked for various Funds per contra)		3,349,418
10,645	D) In Current Account with Bank (Earmarked for Campus Development Fund)		9,347
–	E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)		–
898,061,148	General Fund	657,240,857	
66,804,693	Leave Encashment Fund	59,298,909	
64,996,227	PGDM Fund	88,543	
708,777,654	Fund – Upgradation of NIBM	717,416,906	
104,291,771	NIBM Corpus Fund	421,110,491	
26,998,949	NIBM Publication Fund	–	
3,594,235	Employees' Welfare Fund	3,588,235	
121,253,486	Sinking Fund for Depreciation	130,601,487	1,989,345,429
1,994,778,164			2,046,410,923
2,009,460,227			
2,598,175,747	c/f		2,756,408,192

Annual National Institute of Balance Sheet

As at 31.03.2022	Funds & Liabilities	Schedule	As at 31.03.2023
Rs.			Rs.
2,397,643,100	b/f		2,569,515,328
	PGDM Fund		
77,043,567	Balance as per last Balance Sheet	110,000	
–	Add: Interest on Deposit	–	
76,933,567	Less: Transferred to General Fund	–	
110,000		110,000	
–	Less: Merit-cum-Means Loan Scholarship	–	110,000
110,000			
	Leave Encashment Fund		
79,187,241	Balance as per last Balance Sheet	73,668,765	
–	Add: Provision for contribution during year	–	
3,667,612	Add: Interest received during the year	3,535,444	
9,186,088	Less: Payments made during the year	5,494,362	71,709,847
73,668,765			
3,502,492	For New Initiatives/Ventures		3,502,492
	Current Liabilities and Provisions		
32,868,460	For Expenses	45,158,619	
17,113,651	For Other Deposits	17,907,079	
50,915,344	For Income Received in Advance	40,953,711	
	Duties & Taxes		
2,632,104	For Tax Deducted at Source	5,023,311	
19,719,831	For Goods & Service Tax	2,525,804	
2,000	For PGDM Loan Scholarship Fund	2,000	
123,251,389			111,570,524
<u>2,598,175,747</u>			<u>2,756,408,192</u>

Significant Accounting Policies
As per our report of even date
For P G BHAGWAT LLP
Chartered Accountants
Firm Reg. No. 101118W/W100682

sd/-

CA Nachiket Deo
Partner
Membership No. 117695
Place: Pune
Dated : 09/08/2023
UDIN:

8

sd/-

Dr Partha Ray
(Director)

Accounts Bank Management as at 31st March, 2023

<i>As at 31.03.2022</i>	<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at 31.03.2023</i>
Rs.			Rs.
2,598,175,747	b/f		2,756,408,192

2,598,175,747

2,756,408,192

sd/-
Soni P Philip
(Chief Administrative Officer)

National Institute of Income and Expenditure Account

<i>Year ended 31.03.2022</i>	<i>Expenditure</i>	<i>Schedule</i>	<i>Year ended 31.03.2023</i>
Rs.			Rs. Rs.
29,070,513	Expenses in Respect of Properties	5	41,288,300
82,783,266	Establishment Expenses	6	72,253,554
	Auditor's Remuneration		
75,000	Audit Fees		100,000
11,986,146	Depreciation and Furnishing Write-off	1	12,643,140
99,556,815	Expenditure on Objects of the Trust – (Educational)	7	132,241,286
16,654	Loss on Sale of Assets		–
–	Bad Debts Written off		214,053
33,529,527	Surplus Transferred to General Fund		84,982,603
<hr/> 257,017,922 <hr/>			<hr/> 343,722,936 <hr/>

Significant Accounting Policies
As per our report of even date

8

For P G BHAGWAT LLP
Chartered Accountants
Firm Reg. No. 101118W/W100682

sd/-
CA Nachiket Deo
Partner
Membership No. 117695
Place: Pune
Dated : 09/08/2023
UDIN:

sd/-
Dr Partha Ray
(Director)

Bank Management for the Year Ended 31st March, 2023

<i>Year ended 31.03.2022</i>	<i>Income</i>	<i>Schedule</i>	<i>Year ended 31.03.2023</i>
Rs.			Rs.
36,895,264	Interest – FDR / SDR		33,709,246
	Contributions from		
10,000,000	Ordinary Member Banks	3	10,000,000
1,900,000	Associate Member Banks/Financial Institutions	4	2,000,000
453,960	Maintenance Charges		685,502
261,517	Miscellaneous Income		1,378,775
2,510,727	Recovery in Written off Accounts		5,094,031
	Fees Income		
52,803,390	Training Programme	130,239,564	
145,891,306	Post Graduate Diploma in Management (PGDM)	154,561,155	284,800,719
198,694,696			
6,200,000	Consultancy & Sponsored Research		5,901,408
	Income from Publications		
85,993	Journal Prajnan	85,443	
15,765	House Journals	67,812	153,225
101,758			
257,017,922			343,722,936

sd/-
Soni P Philip
(Chief Administrative Officer)

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)



Shri. Supratim Bandyopadhyay, Chairperson - Pension Fund Regulatory and Development Authority (PFRDA) delivering a talk on 'New Horizons in Pension Reforms: NPS in India';
(R to L) Prof. Partha Ray, Director - NIBM and Prof. Kaushik Mukerjee, Dean (Executive Training Programme) - NIBM.



NIBM faculty with Dr. Michael Patra, Deputy Governor - RBI.



Shri. L.V. Prabhakar, Managing Director & CEO - Canara Bank, addressing the PGDM (B&FS) students;
(R-L) Prof. Partha Ray, Director - NIBM and Prof. Arindam Bandyopadhyay, Dean (Academic Programme) - NIBM.



Prof. Partha Ray, Director - NIBM (L) and Mr. Harvesh Kumar Seegolam, Governor - Bank of Mauritius (R) signing the Memorandum of Understanding (MoU) to establish a strategic collaboration between NIBM and the central bank of Mauritius.