



National Institute of
Bank Management



ANNUAL REPORT

2024-25



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National Institute of Bank Management

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National Institute of Bank Management

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.



Glimpses of NIBM, Pune Campus



Governing Board

(as on March 31, 2025)

Shri Sanjay Malhotra

Governor, Reserve Bank of India
Chairman, NIBM Governing Board

Deputy Governor
Reserve Bank of India

Shri Challa Sreenivasulu Setty

Chairman
State Bank of India

Shri P Vasudevan
Executive Director
Reserve Bank of India

Shri Debadatta Chand

Managing Director & CEO
Bank of Baroda

Shri K Satyanarayana Raju
Managing Director & CEO
Canara Bank

Shri Rajneesh Karnatak

Managing Director & CEO
Bank of India

Managing Director & CEO
Punjab National Bank

Shri Shaji K V

Chairman
National Bank for Agriculture and
Rural Development

Ms Zarin Daruwala
Cluster CEO - India and South Asia Markets
(Bangladesh, Nepal and Sri Lanka)
Standard Chartered Bank

Shri Amitabh Chaudhry

Managing Director & CEO
Axis Bank

Prof. Bhimaraya Metri

Director
Indian Institute of Management, Nagpur

Prof. Ashok Banerjee

Director
Indian Institute of Management, Udaipur

Prof. M S Sriram

Professor
Indian Institute of Management, Bangalore

Prof. Arindam Bandyopadhyay

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

Dr Umakant Dash

Director,
Institute of Rural Management Anand, Gujarat

Prof. Partha Ray

Director & Member-Secretary
National Institute of Bank Management

Dr Singala Subbaiah

Chief General Manager (CSBD)
Reserve Bank of India

Composition of NIBM Sub-Committees

(as on March 31, 2025)



Standing Committee

Chairman

Deputy Governor, Reserve Bank of India

Members

Shri Challa Sreenivasulu Setty

Chairman, State Bank of India

Shri Debadatta Chand

Managing Director & CEO, Bank of Baroda

Shri Shaji K V

Chairman, NABARD

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 Challa Sreenivasulu Setty

Chairman, State Bank of India

Members

Shri Rajneesh Karnatak

Managing Director & CEO, Bank of India

Managing Director & CEO, Punjab National Bank

Shri Amitabh Chaudhry

Managing Director & CEO, Axis Bank

Dr Singala Subbaiah

Chief General Manager, CSBD, RBI

Member Secretary

Prof. Partha Ray

Director, NIBM

Campus Committee

Chairman

Shri K Satyanarayana Raju

Managing Director & CEO, Canara Bank

Vice-Chairman

Prof. Partha Ray

Director, NIBM

Members

Shri Rajneesh Karnatak

Managing Director & CEO, Bank of India

Prof. Bhimaraya Metri

Director, IIM Nagpur

Shri Sumed Jawade

General Manager, CSBD, RBI

Member Secretary

Prof. Anjan Roy

Professor, NIBM

Composition of NIBM Sub-Committees

Academic Council

Chairman

Prof. M S Sriram
Professor, IIM Bangalore

Vice-Chairman

Prof. Partha Ray
Director, NIBM

Members

Shri Nidhu Saxena

Managing Director & CEO
Bank of Maharashtra

Shri Rama Mohan Rao Amara

Managing Director
(DMD & CRO), State Bank of India

Prof. Ashok Banerjee

Director, IIM Udaipur

Prof. M Jayadev

Professor, Finance & Accounting Area,
IIM Bangalore

Ms Abhiruchi Shrivastava

Vice President
HSBC, Wholesale Impairments, Bangalore

Prof. Anjan Roy

Dean (Executive Training Programme), NIBM

Prof. Kaushik Mukerjee

Dean (Research), NIBM

Dr M Manickaraj

Associate Professor, NIBM

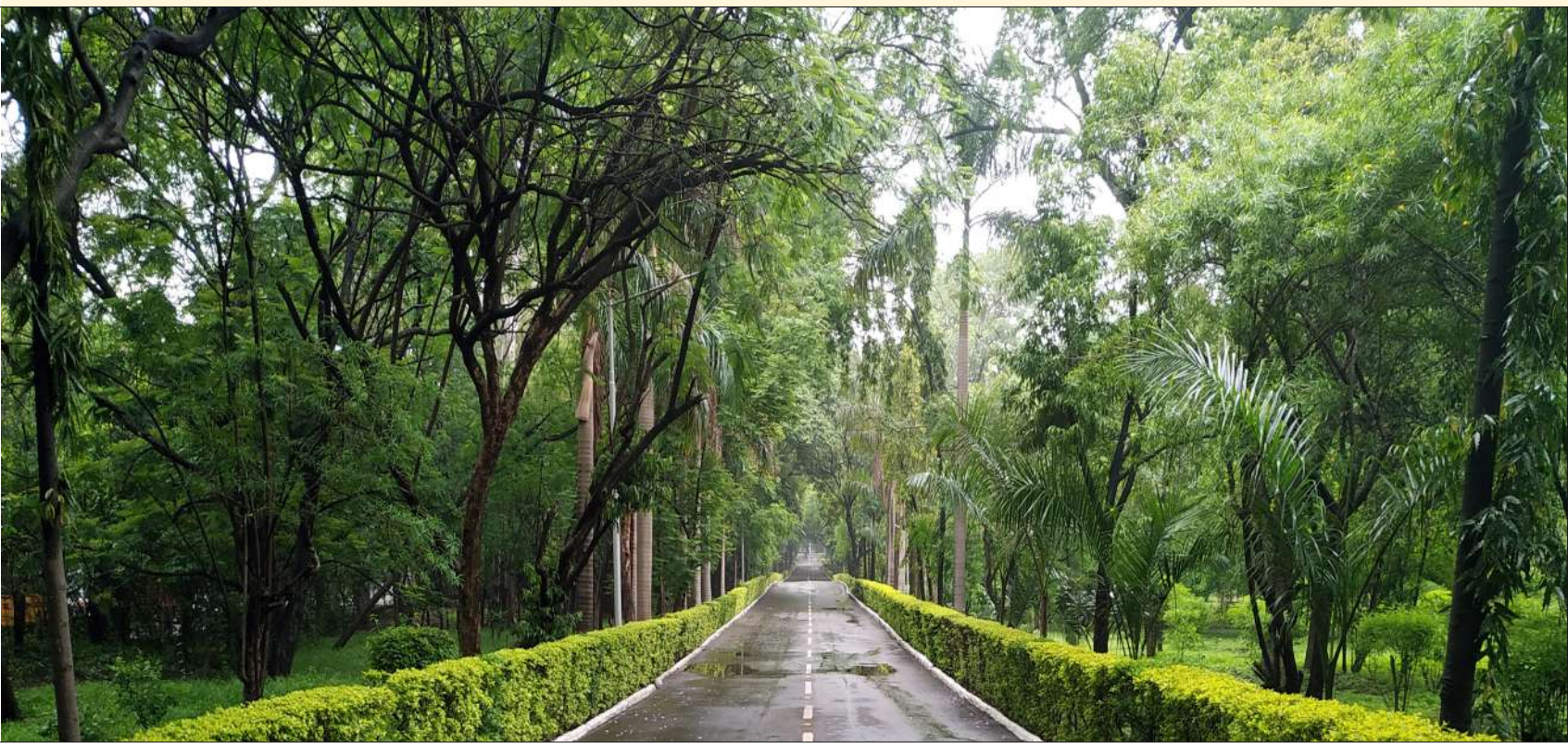
Dr Dipali Krishnakumar

Associate Professor, NIBM

Member Secretary

Prof. Arindam Bandyopadhyay

Dean (Academic Programme), NIBM



Member Banks and Associate Member Banks / Institutions of NIBM Society

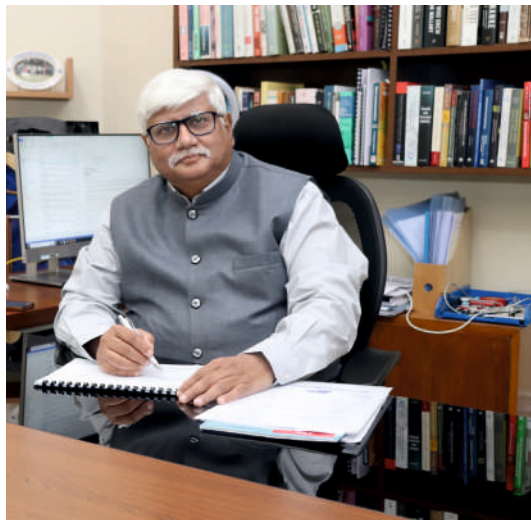
Member Banks

- | | |
|--------------------------|--|
| 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. The Hongkong & Shanghai Banking Corporation Ltd. |
| 7. Central Bank of India | |
| 8. Indian Bank | |

Associate Member Banks / Institutions

- | | |
|--|----------------------------------|
| 1. ICICI Bank Ltd. | 9. Yes Bank |
| 2. IDBI Bank Ltd. | 10. The South Indian Bank Ltd. |
| 3. National Bank for Agriculture & Rural Development | 11. Tamilnad Mercantile Bank |
| 4. Export-Import Bank of India | 12. ESAF Small Finance Bank Ltd. |
| 5. The Federal Bank Ltd. | 13. Catholic Syrian Bank |
| 6. The Jammu & Kashmir Bank Ltd. | 14. Standard Chartered Bank |
| 7. The Saraswat Cooperative Bank Ltd. | 15. Utkarsh Small Finance Bank |
| 8. The Karur Vysya Bank Ltd. | 16. Axis Bank |
| | 17. India Post Payments Bank |

Message from the Director



Respected stakeholders
and well-wishers of NIBM,

It is my privilege to present the Annual Report for the year 2024-25, reflecting a year of aspirations, achievements, and progress at the National Institute of Bank Management (NIBM), Pune. As the premier think tank for the BFSI sector, NIBM has consistently delivered on its mandate of advancing capacity building and research, while offering consultancy and fostering co-creation of knowledge to meet the evolving needs of our member institutions and the financial services industry.

It gives me great pleasure to inform you that our flagship two-year programme—Post Graduate Diploma in Banking & Finance [PGDM (B&F)]—has received accreditation from the Government of India's National Board of Accreditation. Further, NIBM has secured the 41st rank in the Indian Institutional Ranking Framework (IIRF) and the 91st position in the National Institutional Ranking Framework (NIRF) in the Management category this year. These rankings reaffirm our commitment to excellence and our standing as a leader in banking and finance education.

Since its establishment more than 55 years ago, NIBM has provided valuable service to the Indian

banking and financial sector. In the context of executive education, NIBM helps banking and financial organisations train and develop their managerial staff. In the year 2024-25, NIBM conducted 146 executive training programmes, several of which were new programmes introduced to address contemporary topics like financing start-ups, financing agri-business, validation techniques for risk models, artificial intelligence and machine learning for banking, and climate risk management.

In terms of international exposure, an Advanced Management Programme for Senior Bankers was conducted in July 2024 by NIBM in collaboration with Kent Business School, UK. We are also happy to announce that NIBM, Pune and the University of Nottingham, UK have signed an MoU to strengthen ties between the two institutes. A joint programme on AI and climate risks for the banking and finance sector is scheduled to be held during October–November 2025. NIBM also conducted two ITEC (Indian Technical & Economic Co-operation of Ministry of External Affairs, Government of India) international Programmes for participants from different countries. A total of 46 participants from 20 countries attended the programmes.

This past year, NIBM has also partnered with IDRBT to successfully launch the Professional Management Programme in Banking and Technology course which is conducted on weekends for practicing bankers. Through these programmes, as well as our e-certification/online certification courses, NIBM has provided capability enhancement to more than 7,000 participants from the banking and financial sector.

Research studies initiated by the faculty members form the foundation of various academic activities at the institute. NIBM's flagship annual publication, *the India Banking and Finance Report 2024*, was released on November 18, 2024, at a

conference on Money, Banking, and Finance. Other conferences held during the year include 'Fintech Summit 2025 – Fintech Edge' and a HR conference on 'People Preparedness in Times of Disruption in Banking and Finance'.

NIBM faculty members' research activities over the past year include a total of 19 academic research papers published in reputed ABDC (Australian Business Deans' Council) journals, and 14 working papers and one book authored during the year. Monthly research seminars have been introduced where several distinguished academicians and NIBM faculty present their research papers. The institute has also established a Shadow Monetary Policy Committee, which discusses monetary policy decisions internally.

In the area of consultancy, NIBM provides valued services to banks and other financial entities to address various emerging and challenging issues in their day-to-day functioning. In 2024-25, NIBM conducted 10 important consultancy assignments.

In the area of education, the two-year PGDM (B&F) is redesigned every year to be a contemporary, rigorous, and innovative programme for management education in banking and finance. This year, 40 leading recruiters participated in the placement process and recruited all 131 graduating students, offering diverse roles in banks, NBFCs, fintech companies, consulting firms, and rating agencies. A good number of students have also received pre-placement offers.

NIBM is an Academic Partner of the Chartered Market Technician (CMT) Association and is recognised by the CFA Institute under their University Affiliation Program. NIBM also has a continuing collaboration with the Professional Risk Managers' International Association (PRMIA).

With active and generous assistance from The Clearing Corporation of India Limited (CCIL), we set up the NIBM-CCIL Lab in February 2025. It is a state-of-the-art facility with simulation software and CCIL Forex Clear, and it is exclusively used to learn trading through market simulations.

While we take pride in these accomplishments, we know we have miles to go. We express our gratitude to the Reserve Bank of India, State Bank of India and various commercial banks, NABARD, and all stakeholders from India and overseas for their constant support which helped us achieve these milestones.

As we look ahead, NIBM remains deeply committed to shaping the future of banking and finance education and research in India and beyond. Guided by our vision and mission to be globally recognised as a Centre of Excellence in education and learning, we will continue to strengthen partnerships, foster innovation, and build capacities that contribute meaningfully to the banking and finances sector.

With warm regards,

Prof. Partha Ray

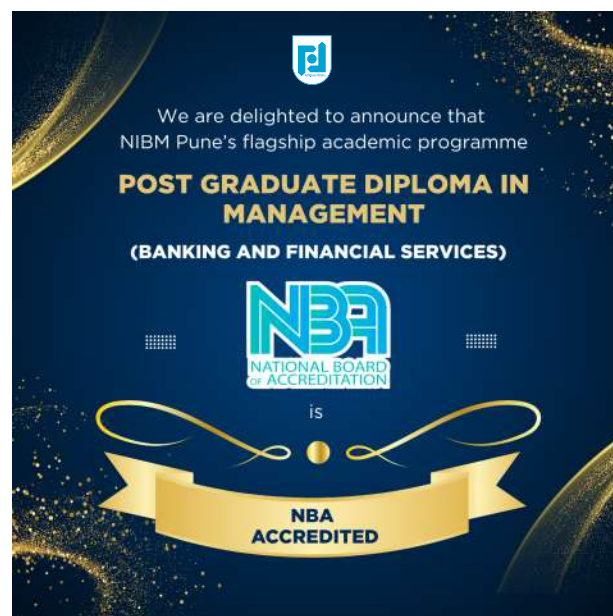
Director

National Institute of Bank Management

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Rankings and Accreditations



Highlights of 2024-25

Joint Collaborative Programme with Kent Business School, UK

The Advanced Management Programme for Senior Bankers, offered jointly by NIBM and Kent Business School, UK, was conducted in two modules: Module I at NIBM, Pune from July 16 to 19, 2024 and Module II at Kent Business School, Canterbury, England from July 22 to 27, 2024.



Visit of Shri M Rajeshwar Rao, Deputy Governor, RBI

Shri M Rajeshwar Rao visited the institute to interact with NIBM's PGDM students, faculty, and staff on August 29, 2024. During the interaction, he shared valuable perspectives and lucidly explained key aspects of risk management and spoke about recent developments in global financial markets.



MoU with the University of Nottingham, UK

NIBM has signed a MoU with the University of Nottingham, UK in September 2024 for academic cooperation including development of executive training programmes, exchange of students, and collaborative research work. The MoU was signed by Prof. Nigel Mongan, Associate Pro-Vice-Chancellor (Global Engagement), University of Nottingham and Prof. Partha Ray, Director, NIBM.



Inauguration of the NIBM-CCIL Lab

The NIBM-CCIL Lab was inaugurated in the presence of Shri Hare Krishna Jena, MD, CCIL and Shri P. Vasudevan, Executive Director, Reserve Bank of India on February 21, 2025. The lab, which features both simulations and virtual trading opportunities, offers a state-of-the-art facility where treasury dealers can learn about dealing room operations.

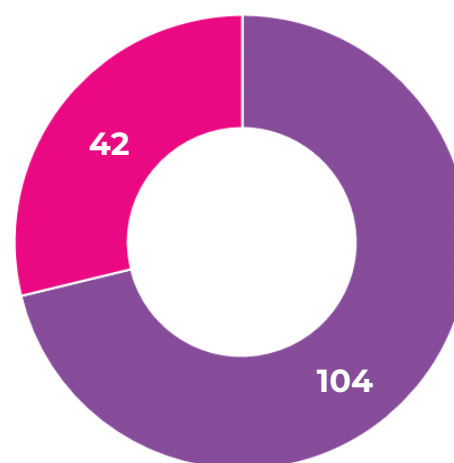


Executive Training Programmes

The institute conducted a total of 146 Executive Training Programmes (ETP) during the year 2024-25. These programmes were a mix of campus, live online and hybrid programmes. Customised ETPs for banks from India and abroad were also conducted in addition to the regular institutional programmes. The ETPs cater to executives from central and state government bodies, nationalised 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 3329 participants participated in these programmes.

The details of these programmes are as follows:

No. of Institutional Programmes	104
No. of Sponsored / In-Company Programmes	42
Total No. of Programmes	146



■ No. of Institutional Programmes
 ■ No. of Sponsored / In-Company Programmes

Programme-wise No. of Participants

Institutional Programmes (India)

1806

Institutional Programmes (International)

344

Sponsored / In-Company Programmes (India)

1033

Sponsored / In-Company Programmes (International)

146

(a) Institutional Programmes (India)	1806
(b) Institutional Programmes (International)	344
(c) Sponsored / In-Company Programmes (India)	1033
(d) Sponsored / In-Company Programmes (International)	146

Total No. of Participants **3329**

Area-Wise Break-Up of the Institutional Executive Training Programmes		
<i>Area/Type of Programme</i>	<i>No. of Programmes</i>	<i>No. of Participants</i>
ITEC - International Programmes	2	46
Collaborative Programmes	3	68
Conferences	2	130
Seminars	1	33
Finance	38	801
Human Resources Management	9	181
Information Technology	8	227
Money, International Banking and Finance	22	298
Rural Finance and Development	8	153
Strategic Planning, Marketing and Control	11	183
	104	2120

List of the Broad Areas of NIBM Programmes

Programmes offered by the faculty of the institute cover diverse domains in banking and finance. Given below is a list of the programmes offered in each domain.

Finance (FIN)

- Branch management
- Credit appraisal for corporate and MSME project financing and infrastructure finance
- Financial statement analysis
- Retail lending
- Credit monitoring, preventive vigilance and fraud management
- Management of Non-Performing Assets
- Risk management and Basel accords - Credit risk and market risk
- Operational risk and ALM (Asset Liability Management)

- Risk governance
- ESG / Sustainable finance
- Treasury, investment and fixed income portfolio management
- Internal audit, audit committee of the board and compliance
- Startup financing and private equity financing

Human Resource Management (HRM)

- Leadership development
- Human Resource Management (HRM)
- Change management and organisational transformation
- L&D / coaching / training / mentoring
- People risk management
- Discipline management
- Public procurement process

Information Technology (IT)

- IS audit / governance
- Cyber security
- Blockchain and Distributed Ledger Technology (DLT)
- Digital payments, lending and fintech
- Digital frauds
- Digital financial inclusion
- Digital transformation
- Digital and social media marketing
- Artificial Intelligence (AI) and Machine Learning (ML)

Money, International Banking and Finance (MIBF)

- Forex business / international banking
- Forex dealing with bourse game
- FEMA regulations and compliance for NRI business / capital account transactions (FDI / ODI / ECB)
- Financial analysis/technical analysis / business analysis
- Financing international trade
- Demystifying FX market
- Monetary policy and liquidity management

Rural Finance and Development (RFD)

- Agribusiness and value chain finance
- Priority sector lending
- Fintech and digital financial inclusion
- SLBC and Lead Bank Scheme
- Regulatory compliance
- BC Management
- Lending to Agri-MSMEs
- Microfinance

Strategic Planning, Marketing and Control (SPMC)

- Corporate governance
- Leadership
- Profitability / branch operations / performance turnaround strategy
- Retail and MSME business
- FDP (Faculty Development Programme)
- Climate change risk
- Government business
- Co-lending arrangements
- Building digital lending systems
- Customer analytics and cross selling,
- Customer Relationship Management (CRM)
- Digital and social media marketing
- Analytics-based marketing of banking services
- Strategies for MSME business
- Branch-level marketing

For a detailed list of area-wise programmes, please see Annexure I.

For the list of organisation-wise number of participants, please see Annexure II (a).

International Programmes and International Participation in NIBM Programmes

○ ITEC Programmes

Under the Indian Technical and Economic Cooperation (ITEC) Programme, which is the leading capacity building platform of the Ministry of External Affairs, Government of India, NIBM has conducted the following two programmes in the year 2024-25.

- (a) International Programme on Asset-Liability Management in Banks and Financial Institutions, January 20 - 31, 2025. The programme was designed and coordinated by Sanjay Basu.
- (b) International Programme on Inclusive Banking and Finance, March 10 - 14, 2025. The programme was designed and coordinated by Naveen Kumar K.



Joint Collaborative Programme with Kent Business School, UK

The Advanced Management Programme for Senior Bankers offered jointly by NIBM, Pune and Kent Business School was held in July 2024. The programme provided senior bankers with a comprehensive learning experience focusing on global and Indian aspects of banking.

Module I of the programme was conducted at NIBM, Pune from July 16 to 19, 2024 and Module II at Kent Business School, Canterbury, England, UK from July 22 - 27, 2024. The inaugural addresses for Modules I and II were delivered by Shri Jose J. Kattoor, former Executive Director, Reserve Bank

of India, and Shri P. Vasudevan. Executive Director, Reserve Bank of India, respectively. The sessions were addressed by Prof. John Board (Dean, Kent Business School), Prof. Partha Ray (Director, NIBM), and Prof. Preetam Basu (Faculty, Kent Business School).

The programme was attended by bankers from the Reserve Bank of India, NABARD, and several commercial banks such as Bank of Baroda, Bank of India, Canara Bank, Karur Vysya Bank, Punjab National Bank and Punjab and Sind Bank.



International Participation in NIBM Programmes

Besides the ITEC programmes, a number of international participants attend the NIBM training programmes. During 2024-25, a total of 490 banking and finance professionals from Africa, Asia, Europe, North America and South America have participated in various NIBM programmes.

For a detailed list of country-wise number of participants, see Annexure II (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

Accounts and Audit

Subsequently, the Indian Banks' Association (IBA) shortlisted NIBM as one of the training institutions for delivering these certification courses. 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 access for the registered participants to the relevant course material including practice quizzes, so that they may study at their own pace. The classroom learning experience is provided through video-based sessions, which are also hosted on the Moodle platform. An extensive round of evaluations has to be cleared by the participants/working executives in order to gain their respective certifications. The evaluation system comprises several stages and components including test modules, assignments and a final exam. The trend in the enrolment of participants in these programmes during the last eight years (2017-18 to 2024-25) is presented in the table below.

Course	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Accounts and Audit	47	149	302	105	457	588	364	391	2403
Banking Operations and Management for Payment Banks	-	-	54	1	4	-	4	8	71
Credit Management	448	1765	1274	224	562	3385	1712	1421	10791
Credit Management for Small Finance Banks	40	20	22	24	30	53	29	33	151
Retail Credit Management	325	34	232	16	225	42	479	350	1703
Risk Management	237	650	420	395	518	1039	801	744	4804
Treasury Management	108	313	255	100	166	305	312	307	1866
NIBM Certification Course on Credit Management for Fintechs	-	-	-	-	-	77	-	-	77
Grand Total	1205	2931	2559	865	1962	5489	3701	3254	21966

Guest Speakers at NIBM Programmes

During the year 2024-25, many resource persons, experts and thought leaders from finance, banking and academia addressed the participants of various NIBM Executive Education and Learning Programmes. These personalities included CEOs, COOs, Directors, Executive Directors, and senior management professionals. The organisations they represented were the

Reserve Bank of India, public and private sector banks, FinTechs, consultancy firms, academic institutions, training institutions, government organisations and industry bodies associated with the banking and finance domain.

The detailed list with the names of these dignitaries is given in Annexure IV.



Academic Programme: Post-Graduate Diploma in Management (Banking and Financial Services)

Introduction

The fully residential, AICTE-approved and NIRF-ranked two-year PGDM (B&FS) programme of NIBM 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, strengthens students' understanding of management concepts and practices, imparts advanced training in analytical skills, and gives a holistic perspective on the financial services industry. It also equips the students with a keen

appreciation of the business challenges in the financial services industry and prepares them for coveted managerial roles. As a result, banks and financial institutions have always placed our students in key domains like credit appraisal and management, investment and treasury operations, trade finance, foreign exchange, risk management, internal audit, information technology, and customer relationship management. NIBM's alumni now work in senior positions in leading banking and financial institutions.

Mission of the Academic Programme

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

The PGDM programme at NIBM supports the Institution's aim to be:

- ❖ the main research and academic arm of the banking industry for continuously upgrading the knowledge and skills relevant to its top management.
- ❖ a storehouse of data and information on all new and emerging issues in the banking sector.
- ❖ the catalyst in helping banks to secure their financial position and make them world-class.
- ❖ a change agent in the overall functioning of the banking system and facilitate the ushering in of professionalism in the banking and financial system of the country.

The educational objectives of the programme are:

- ❖ To enable students to apply knowledge of management theories and practices to solve business problems.
- ❖ To foster in students' analytical and critical thinking abilities for data-driven decision making.
- ❖ To develop value-based leadership abilities of students.
- ❖ To develop among students the ability to understand, analyse, and communicate global, economic, legal, and ethical aspects of business.
- ❖ To develop among students the ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.

Envisioned Outcomes of the Programme

The post-graduate students of NIBM will be able to:

- ❖ Apply fundamental knowledge of banking and finance in business practices.
- ❖ Identify, examine, and analyse financial data to solve business problems.
- ❖ Arrive at business solutions in line with the prevailing regulatory requirements.
- ❖ Perform managerial duties with professional and ethical responsibilities.
- ❖ Work effectively as a member of a team and understand management principles.

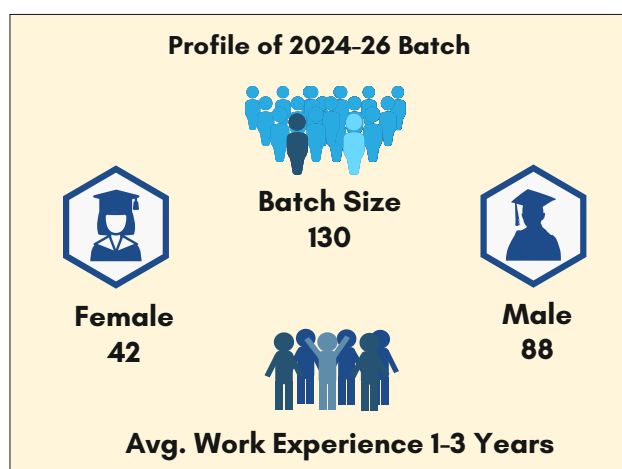
Admission to PGDM (B&FS) 2024-26

Applicants who had appeared for the Common Admission Test or CAT (2023), XAT (2024), GRE, GMAT and CMAT (2024) conducted by AICTE had applied for admission to PGDM (B&FS) 2024-26. 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 and PI scores, academic performance, work experience, and extra-curricular activities.

The Institute had received a total of 6163 applications. Oral Communication and Personal Interviews of 1254 candidates based on merit were conducted during June 17-21, 2024 following the AICTE regulations. The CAT cut-off was set at 94 percentile.

Student Profile

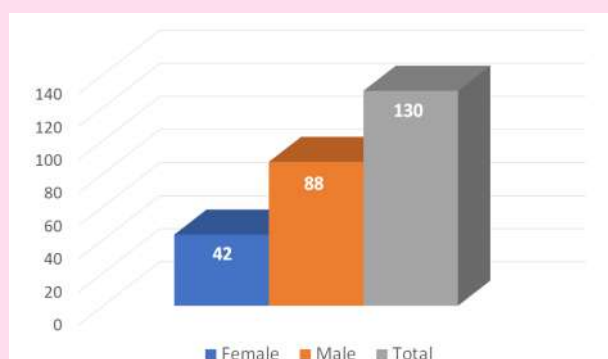
The batch of PGDM 2024-26 consists of 130 graduates from open and reserved categories as per AICTE norms, with some of them having an experience of 1-3 years in different industries. Students admitted to the programme are from varied disciplines like arts, commerce, science, and engineering. The class has a diverse demographic with students from different regions of India.



The region-wise distribution of students is given below:

State	2022-24	2023-25	2024-26
Andhra Pradesh	3	4	7
Assam	0	4	3
Bihar	4	7	7
Chattisgarh	0	3	1
Delhi	5	2	4
Gujarat	5	4	0
Haryana	3	3	1
Jharkhand	9	2	7
Karnataka	0	3	6
Kerala	8	0	0
Madhya Pradesh	25	20	15
Maharashtra	36	38	40
Odisha	0	3	1
Punjab	0	1	0
Rajasthan	8	3	6
Tamil Nadu	1	1	0
Telangana	1	1	6
Tripura	0	0	1
Uttar Pradesh	16	22	19
Uttarakhand	1	1	2
West Bengal	5	9	4
Total	130	131	130

Gender Diversity



In the 2023-25 batch, the gender ratio (Female: Male) is 37:94. For the 2024-26 batch, the female to male ratio stands at 42:88.

Student-faculty ratio in AY 2024-25 is 8.7 compared to 10.8 in AY 2023-24.

NIBM's PGDM students 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.

Curriculum and Pedagogy

NIBM's PGDM course has been benchmarked against 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 big data and machine learning in banking, alternative investment markets, fintech, and analytics). The course weightage has also been rationalised by including many electives on contemporary topics such as advanced risk management, CFA Institute's Code of Ethics and Standards, Blockchain and AI applications in banking, critical thinking and decision making, credit scorecard development and validation using Python. Moreover, communication and personality development courses, industry workshops, leadership talk series, and alumni talk series are organised in order to establish strong industry connections and contribute to overall professional development of the students.

Curriculum

Term-wise credits have been rationalised for better course delivery and learning. Total credits across the two-year PGDM course are 108.5, split between Year 1 (57.0) and Year 2 (51.5). Following a trimester system, the programme includes six terms of coursework spread over two years, with a summer internship component at the end of the first year and a social development project done concurrently by each student over the two years

of the programme. The students also undertake an advanced project in banking and finance in their fifth term. A Universal Human Value (UHV) course has been added in the final term. All courses offered carry credits.

Pedagogy

The programme includes classroom lectures, case studies, individual and group assignments, simulation of business operations through games, and field visits. A high teacher-student ratio of 1:9 enhances the scope of personal interactions. The Institute believes in building and maintaining a strong interaction with industry, and practitioners provide significant inputs for many courses such as forex dealing with bourse game. NIBM pursues a comprehensive approach to learning based on:

- ❖ Interaction with practitioners and industry leaders
- ❖ Institutional and sponsored research studies
- ❖ Faculty insights from research and consultancy
- ❖ Alumni interactions
- ❖ 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.

Events Organised by the Institute in 2024-26

Orientation for PGDM Batch 2024-26

The Institute conducted its orientation programme to welcome the new 2024-26 batch of 132 students on campus. The Inaugural Programme for the new PGDM batch was held on August 05, 2024. The programme was graced by Chief Guest, Shri Arun Kumar Bansal, Managing Director & CEO, Paytm Payments Bank. A valedictory

function was held as part of the Orientation Programme on August 7, 2024, where the valedictory address was delivered by Shri Harsha Bangari, Managing Director, Export Import Bank of India. It was followed by preparatory courses taken by the NIBM faculty.



Student Activities

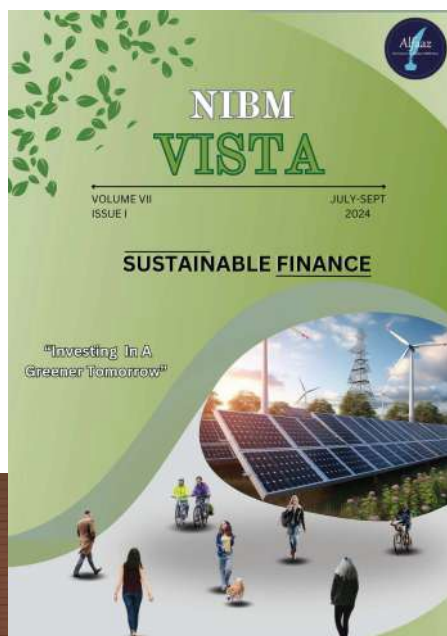
The PGDM students of the institute are provided with the opportunity to demonstrate and upgrade their skills and competencies through various committees and clubs. The major events and activities of these committees and clubs are as follows.

Alfaaz – The Literary Committee

In 2024-25, Alfaaz published multiple editions of *Vista*, the quarterly literary magazine of NIBM, that features a highlight of campus events, thought-provoking articles, and book reviews. As part of the annual cultural fest Adhikosh 2025, the committee successfully organised QC², a knowledge-driven quiz competition that drew enthusiastic participation from multiple batches, fostering collaboration, competition, and curiosity among students.

Alfaaz also hosted the launch of a book, *Woh Jo Kehna Baki Raha*, authored by Mr. Dheeraj Khatri,

Director, Protiviti, who interacted with students, providing them with valuable insights into both the literary and corporate worlds. Through these events and other activities on social media, Alfaaz plays a key role in building and maintaining a strong literary culture on campus.



Alumni Relations Committee

Alum Melange

The Alumni Relations Committee hosted the flagship alumni meet, Alum Melange, on February 8-9, 2025. This two-day celebration brought together alumni from across India and abroad, along with their families, esteemed faculty, and current students, creating a vibrant platform for networking and knowledge sharing. Day 1 began with the Welcome Ceremony, graced by Shri Siddhartha Sanyal (Chief Economist, Bandhan Bank), Shri Koshy Thomas (Partner, PwC), and Dr Partha Ray (Director, NIBM) as well as E-Melange, an online meet for batches 2004-2011, and a panel discussion on the Union Budget 2025. The evening festivities included a carnival, a live band performance, and a bonfire.

Day 2 featured a tree plantation drive, alumni-faculty interactions, and nostalgic batch meetups. A highlight of the event was the Distinguished Alumni Award, conferred upon Shri Binod Kumar, MD & CEO of Indian Bank, for his exceptional contributions to the banking sector.



Alumni Talk Series

The Alumni Relations committee organised multiple talks through the year, providing students with invaluable industry insights.

1. “The Insider's Guide to Acing Your Internship: Strategies and Real-world Success Stories”: Ajendra Pandey (AVP, Market Risk, Axis Bank), Jasmine Kaur Bhatia (AVP, Digital Banking, Unity Small Finance Bank), and Prafull Pandey, FRM (Associate, Counterparty Credit Risk, Morgan Stanley) offered strategies for excelling in internships, navigating the corporate world, relationship building, and skill enhancement.



2. “Beyond the Classroom: Alumni Insights for Real-World Success”: Alumni speakers Aadesh Gwal, Sakshi Vyas, Bhavik Aswani, and Akshay Dosi, shared insights about professional journeys and strategic career moves, and lessons on mastering industry challenges.



3. “Industry Compass: Exploring Financial Career Paths”: Alumni including Radha Ballabh Kulshrestha, Ganesh Narayan, Nikita Gajendragadkar, Ritesh Gurbani, and Suhasini Karnik explored career avenues in market risk, ALM, finance, risk consulting, and debt reconstruction, emphasising key technical and soft skills necessary to thrive in the financial sector.



Academic and Professional Development Committee (APDC)

The Academic and Professional Development Committee was established by the PGDM batch 2021-23 with a clear and focused mission: to enhance the soft skills of our students. The APDC has implemented a range of initiatives designed to foster an environment of continuous learning and development. From facilitating ice-breaking sessions and de-freezing events that build confidence among new students to organising events and workshops with industry leaders, the APDC is dedicated to encouraging and enhancing professional development, ensuring that all students benefit from a collaborative and supportive learning environment that promotes

both personal and professional growth. The work undertaken by the committee in the last one year is as follows:

Group Discussions: APDC conducted a group discussion session for junior students and batchmates to help them prepare for their internship interviews. The session was led by a panel of senior members who provided insights, guidance, and constructive feedback.

Lectures and Panel Discussions: The APDC organised the following lectures and discussions in the past year.

- ❑ **Address by Shri M. Rajeshwar Rao, Deputy Governor, RBI:** On August 29, 2024, Shri M. Rajeshwar Rao, Deputy Governor, RBI, delivered an address at NIBM, Pune, offering firsthand insights into central banking, monetary policy, and regulatory frameworks. His address and Q&A session deepened the students' understanding of the RBI's role in shaping India's financial landscape.



- ❑ **Fireside Chat on "State of Knowledge on Economy and Finance: Which Way Now?":** A thought-provoking fireside chat on October 4, 2024, featured an esteemed panel of experts that included Prof. D M Nachane (Emeritus, IGIDR) and Dr. R B Barman (Former Executive Director, RBI). The discussion explored the current state of the economy and financial landscape, addressing critical challenges and future directions.



- ❑ **Panel Discussion on "Navigating Stress and Nurturing Work-Life Balance in Modern Workplaces":** On November 14, 2024, a thought-provoking panel discussion was organised to help students prepare for the emotional and psychological challenges of professional life. Featuring an esteemed panel of experts, including Prof. Moitrayee

Das (FLAME University), Ms. Kavita Singh (Bank of Baroda), Dr. Sukanya Biswas (Clinical Psychologist, Ruby Hall Clinic), and Dr. Manish Bajpayee (Psychiatrist, Ruby Hall Clinic), moderated by Prof. Partha Ray (Director, NIBM), with Dr. Asha Binu Raj as the Faculty Coordinator, the discussion offered a blend of academic, corporate, and psychological perspectives on workplace stress.



- ❑ **Panel Discussion on Money, Banking, and Finance & IBFR 2024 Release:** On November 18, 2024, the *India Banking and Finance Report (IBFR) 2024* was released. Featuring a

keynote by Dr. Michael D. Patra, Deputy Governor, RBI, the event included expert-led discussions on money, banking, and financial policies, covering regulatory trends, digital banking, and economic stability.



Senior-led Teaching Sessions: On January 24-25, 2025, senior-led sessions on Econometrics, Financial Markets & Products, and Risk were conducted by Somesh Jagdale, Mr. Mayank Zhare, and Arpit Chauhan. Covering topics from autocorrelation to trading basics, candlestick patterns, support/resistance, and risk management frameworks, the sessions connected theory with real-world applications and simplified complex concepts, clarified doubts, and boosted students' confidence for exams, interviews, and professional settings.

PRMIA Event: On February 12, 2025, a special session with Nirakar Pradhan, CEO of PRMIA India, was held that provided insights on risk management, financial strategies, and industry trends. He discussed the PRMIA certification and its career relevance, linking theory with real-world applications.

Placement Support: On March 7, 2025, an informal placement talk was organised where graduating seniors together shared placement experiences, interview strategies, and career insights with the juniors. The open discussion

offered practical guidance and candid advice, helping juniors prepare for recruitment. To further support juniors in campus placements, detailed insights on 15+ companies—covering financials, management, and location — were shared for last-minute revision. This well-received initiative boosted interview confidence and helped students tailor responses effectively.

CFA Research Challenge: An engaging in-house CFA competition was hosted on August 13, 2024 where 14 teams showcased their expertise through case-based problem-solving and data-driven presentations, with one winning team earning the opportunity to represent NIBM in the prestigious CFA Research Challenge.

National Finance Literacy Quiz: NIBM qualified for the Regional Round (West) of the National Financial Literacy Quiz 2025, conducted by NISM & SEBI under the PG category. An internal quiz competition was organised by APDC to select the top two high-achieving students to represent NIBM in the regional round at Ahmedabad on September 14, 2025, accompanied by a faculty member.



Corporate Relations and Placement Committee

Vishleshan – The Leadership Talk Series, organised by the Corporate Relations and Placement Committee, is designed to inspire and educate aspiring professionals. This flagship event convenes accomplished leaders from diverse industries to share their insights on navigating the complexities of the corporate landscape.

Through thought-provoking discussions and interactive sessions, Vishleshan provides participants with invaluable perspectives on emerging industry trends, effective leadership strategies, and innovative approaches to problem-solving.

The list of distinguished speakers at Vishleshan during the years 2023-24 and 2024-25 are given below:

- Malik Dussaud, Managing Director, BNY Mellon
- Sriram Ramnarayan, Country Head – India and South East Asia, Creditas
- Anuj Pandey, Chief Risk Officer, UGRO Capital
- Satyanandan Atyam, Chief Risk Officer, TATA AIG
- Yuvraj Pandya and Ms. Pavani Chilka, Vice President, BlackRock
- Tushar Patankar, Chief Risk Officer, YES Bank

- Debdutta Mishra, Regional Head – Corporate Banking, Bank of Bahrain & Kuwait
- Animesh Patra, Head of Financier Partnership, C2FO
- Sanchita Mustaphy, Chief Risk Officer, Aditya Birla Capital
- Tarun Sethi, Head of Credit Policy, YES Bank
- Subhash Babu Rasamshetty, Director, Arcesium
- Mark Bluman, Head of Intra Day Credit Risk, BNY Mellon
- Niranjana Banodkar, Chief Financial Officer, YES Bank
- Aalok Desai, Chief Risk Officer, Standard Chartered Bank
- Ramandeep Gill, Chief Financial Officer, Muthoot Capital Services
- Priyadarshi Dutta, Stashfin
- Kunal Kathpal, Chief Risk Officer, Hinduja Leyland Finance
- Amish Jani, Director, UBS
- Sharad Kumar, National Head-Risk, Bajaj Finserv
- Pankaj Gulati, Chief Operating Officer-Corporate Services, Fincare Small Finance Bank
- Pramod Shah, Group CHRO, SarvaGram



Goonj - The Cultural Committee

The Cultural Committee of NIBM is dedicated to celebrating the diverse cultures of India through vibrant events, festivals, and student engagement activities on the campus. Over the past year, the committee has organised a series of memorable celebrations, such as the fresher's welcome party Aagaz 2024 with the theme 'Retro'. Festivals celebrated included five days of Ganesh Chaturthi celebrations ending in visarjan, a two-day Navratri celebration that included Dandiya Night, Diwali festivities comprising a rangoli competition and a Diwali Décor Contest, Christmas and New Year's Eve when students gathered around a cosy bonfire, as well as colourful Holi celebrations.

A new initiative introduced this year was the Open Stage Event, designed to give students a platform for spontaneous performances—be it music, dance, poetry, or stand-up comedy—and showcase their talents.

The committee also organised the farewell—Dastan—for the outgoing batch, an event filled with entertaining performances, speeches, and a memento distribution ceremony to honour the graduating students. As part of farewell week, Scribble Day was also organised where students wore plain T-shirts for friends to write messages and draw doodles on them. Through these events, the Cultural Committee ensured that the campus remained alive throughout the year—making NIBM not just a place of academic excellence but also a home to culture and celebration.



Spectra - The Fest Committee

The main event organised by the Fest Committee in the year 2024-25 was Adhikosh, the flagship techno-cultural fest of NIBM Pune, held from 17th to 19th January 2025. This year's theme was VIBRANT (Virtual, Inclusive, Bold, Renewable, Adaptive, Networked, Transparent). The three-day national event brought together management students, industry leaders, and academicians, blending technical competitions, insightful panel discussions, and vibrant cultural performances to celebrate innovation, sustainability, and collaboration in the banking and finance sector.



Day 1 began with a grand inauguration ceremony graced by Shri Rohit Rishi, Executive Director of the Bank of Maharashtra, as the Chief Guest. Technical Competitions on the first day included All India Banks (AIB)—a high-intensity challenge where teams represented different banks and were tasked with solving two real-world financial problems; SAUDAKAR—a three-round business



simulation competition involving an initial quiz, a business plan presentation, and a live auction round, designed to test strategic thinking and creativity; Share-Shah—a live stock market simulation using real-time data, challenging participants to create and execute investment strategies while responding to market volatility; IPO - Grey Market—a simulation of grey market operations where participants navigated fluctuating conditions and adapted strategies to unexpected market events. Day 1 also had a panel discussion on Large Language Models (LLMs) & Generative AI in Finance which explored how AI-driven models are transforming finance, covering applications in risk assessment, fraud detection, personalised financial services, and algorithmic trading, as well as ethical challenges and the future of AI adoption in BFSI. The panelists included Mr. Gautam Sinha - Fintech Leader & CEO, LTFLOW, Mr. Ryan Scott - Chief Risk Officer & Head of Digital Analytics, eClerx, and Mr. Prashant Mane - Fintech Innovator & Founder, DisruptiveNext (Phoenixgen).

Day 2 featured several knowledge-driven sessions and cultural events. A panel discussion was organised on the theme Decarbonization of Banking Portfolio: Strategies for Net-Zero Commitments which focused on sustainable finance, green bonds, and regulatory frameworks aimed at making the banking sector more environmentally responsible. The panelists were Mr. Nirakar Pradhan - CEO, PRMIA India, Mr. Rajeev Das - CEO, I Loan (Loan Tap Group), Ms. Anjalee Tarapore - EVP, ESG, HDFC Bank, Mr. Subhasish Roy - Chief Risk Officer, Bank of Maharashtra, and Mr. Deepak Kumar - DGM &



Head, ESG Cell, Union Bank of India. Another session discussed RBI's Financial Stability Report (FSR) where experts analysed the findings of RBI's latest FSR, covering India's macroeconomic stability, the resilience of the banking sector, non-performing asset (NPA) trends, and the global financial environment's impact on India. Cultural Events on Day 2 included a Talent Show, the Flameless Cooking Competition—a unique culinary challenge where teams prepared dishes without fire or electricity, and a Musical Night featuring a live DJ performance.

Day 3 combined networking and professional learning. Participants had the opportunity to interact closely with industry experts, faculty, and peers from top business schools across India, fostering collaborations and discussions on emerging trends in banking and finance. Informal meetups, interactive sessions, and collaborative activities between participants, judges, and industry leaders marked the final day of Adhikosh 2025.

Udaan - The Sports Committee

Udaan is the driving force behind the sports culture at NIBM, organising multiple events on campus. The year began with a lively badminton tournament that drew enthusiastic participation from students.

Another sports event was organised on the occasion of NIBM Foundation Day, where the focus was on both competition and camaraderie, featuring events such as tug of war, athletic races and fun games. Udaan also hosted the end-of-



year sports event on 31st December, featuring a cricket tournament, races, and other games. The highlight of the year was Josh, NIBM's three-day annual sports event held on 14 to 16 February, 2025. The event featured 11 different categories of sports, including cricket, volleyball, futsal, badminton, tennis, and table tennis among others.

Vyanjan - The Mess Committee

The Mess Committee successfully organised several initiatives during the academic year, with the special highlight being the NIBM's first-ever Food Carnival, Vyanjanotsav, held during the annual college fest. It brought together a diverse range of cuisines by invited vendors, celebrating culinary creativity and cultural diversity. The committee also introduced new snack options in the canteen, ensuring greater variety and improved quality. Refreshment counters were set up during major college events to provide quick, and hygienic food and beverages to attendees.

Vitnivesh (The Investing Club)

VitNivesh, the Investment Club, has been actively engaged in fostering financial literacy, promoting

investment knowledge, and providing hands-on investment opportunities for its members. Through its diverse initiatives, the club aims to bridge the gap between theoretical concepts and real-world application in the field of finance. It operates through seven verticals - Kuber (Investment Portfolio), Portfolio Accounting, Equity Report, Instapost, StockGro Leagues, Industry Relations, and Monthly Duo - each focusing on a specific aspect of investment learning and community engagement.

The club consistently publishes monthly newsletters and equity reports that cover market trends, sectoral insights, and company analyses. These publications are shared with a growing audience of over 5,000 followers on LinkedIn and more than 1,100 followers on Instagram. Further strengthening its outreach, VitNivesh signed a Memorandum of Understanding with Finshots for its weekly newsletter, enabling members to access concise and insightful financial updates. In 2025, the club also achieved the milestone of becoming officially registered as an Association of Persons, marking a new phase in its growth and formal recognition.



VittArth (The Finance Club)

VittArth is a leading platform dedicated to delivering well-researched financial knowledge. With a growing community of over 9,000 LinkedIn followers, it serves as a trusted source of informed perspectives on the Indian and global economy, the banking sector, and financial markets. Through its online newsletter—published on a weekly, fortnightly, monthly, or quarterly basis—VittArth explores critical issues and emerging trends in the financial landscape. The newsletter's content is organised across five key verticals: Arthanomics, Banking, Industry Analysis, Stock Pick, and Weekly Wrap-up. Recently, a new vertical, FinBridge, has been launched with the primary mission of bridging the gap between students and leaders in the financial industry. This initiative provides students with direct exposure to industry insights, current trends, and real-world practices through interactive sessions, knowledge-sharing opportunities, and collaborative activities.

VittArth has also collaborated with VittNivesh to organise immersive live projects in critical financial domains such as Credit Risk, Asset Liability Management (ALM), Financial Modelling, and Equity Research, attracting enthusiastic participation from students across the country.



Tamasha (The Drama Club)

Tamasha, NIBM's vibrant drama collective, organised several performances in the past year. The year began with 'Freshers' Fiesta - Farzi Mushayra', a tongue-in-cheek performance blending shayari, satire, and improvised comedy. On Foundation Day, the troupe presented Eklavya-Dronacharya, a contemporary parody reimagining the guru-shishya bond. At Adhikosh, the group staged Panchayat 2.0, transporting the audience to a quirky village gram-sabha, turning everyday rural issues into riotous comedy. Tamasha also made its mark in competitive spaces: it won first place in Nukkad Natak at IBS Pune; delivered a special invited performance in the Fashion Show segment at ISBM's inter-college fest; and collaborated with ISBM's dance crew for a crossover group dance.

Adding a new dimension to Tamasha's creative repertoire, SAAZ was launched in 2024-25 as a dedicated music wing, curating soulful vocals such as a Qawwali performance at farewell, live instrumental acts, and themed playlists for campus fests. SAAZ also showcased talent at external platforms such as the ISBM inter-college fest and the NIA Pune competition.

Convocation for Batch 2022-24

On June 10, 2024, NIBM held its 18th Convocation for the PGDM (Banking & Financial Services) 2022-24 batch. The convocation ceremony was presided over by Shri Shaktikanta Das, Governor, Reserve Bank of India, and Chairman, NIBM Governing Board. Prof. (Dr) T G Sitharam, Chairman, All India Council for Technical Education (AICTE), graced the occasion as the Chief Guest.

In his convocation address, Prof. Sitharam emphasised the significant growth potential of technology in banking and finance. He articulated

the vast opportunities available for the graduating PGDM students to contribute to this dynamic sector and advised them to focus on innovation, adaptability to changes, and the ethical use of technology. The Chief Guest also underscored the pivotal role of financial services in promoting innovation and supporting business startups.

A total of 130 students were presented the PGDM (B&FS) diploma by the Honourable Governor of RBI. Nine students received gold medals for academic excellence (calculated in terms of Cumulative Grade Point Average). This year, these gold medals were sponsored by the following nine banks, viz., (1) State Bank of India; (2) Bank of Baroda; (3) Canara Bank; (4) Bank of India; (5) Indian Bank; (6) Central Bank of India; (7) Bank of Maharashtra, (8) Standard Chartered Bank and (9) India Exim Bank. The gold medals were presented to the top performers by Prof. Sitharam.

Senior Executives of banks and FIs, industry representatives, academicians, NIBM board members, RBI officials, students and their parents attended the ceremony held at NIBM campus in Pune.



Campus Placements of Batch 2023-25

The trend of 100% placement continued once again with this year's successful placement drive marked by competitive compensation packages. All students of the batch have been placed in eminent organisations and a total of 18 students received Pre-Placement Offers (PPOs).

Recruiters offered a wide range of strategic and analytical roles including Credit Strategy, Corporate Investment & Banking, Governance, Risk & Compliance, Analytics & Modelling, Credit Analyst, Market Risk Analyst, Management Consultant, Business Analyst, Internal Audit, Product Management, Finance & Accounts, Banking Operations, Business Risk Consulting, Fixed Income & Equity Trading, and Technology Consulting.



Recruiter Organisations Participating in the Placement Cycle of 2023-25

The PGDM batch of 2023-25 witnessed an exceptional placement season, attracting 40+ prominent recruiters from diverse sectors including FinTech, foreign banks, payment banks, Indian private banks, small finance banks, NBFCs, and IT and consulting companies. Notable organisations included Accenture, Aptiva, Auronova, Axis Bank, Bandhan Bank, Bank of America, Barclays, BNY Mellon, CareEdge, Cognext, Cognizant, Credila, Crisil, Crif, Deserv, Electronica Finance Limited, EXIM Bank, Federal Bank, Godrej Capital, ICICI Home Finance, IDBI Bank, Kogta Financial Services, KPMG, L&T Finance, MoneyBoxx, Natwest, Northern Trust, Paytm Payments Bank, Protiviti, PwC, SAS, Shivalik Bank, Standard Chartered, STCI Financial Services, Surya Fintech, Suryoday Small Finance Bank, Tata Capital, TVS Credit, Unity Small Finance Bank, and Wells Fargo.



Summer Internships (Batch 2024-26)

The summer internship season for the PGDM batch of 2024-26 was equally noteworthy, with 34+ organisations extending offers. Key recruiters included AAA Rating Consultants and Advisors, AKMV Consultants, Auronova Consulting, Bajaj Finance Ltd, Bank of America, Bank of Maharashtra, Bankers Institute of Rural Development, BNY Mellon, Canara Bank, CapSavvy Consultants, CARE Analytics and Advisory, SBI, Standard Chartered, CFM Asset Reconstruction, Ernst & Young (EY), Fusion Microfinance, HDFC Bank, Hinduja Leyland Finance, IDBI Bank, India Factoring, Kotak Mahindra Bank, L&T Finance, LoanTap Financial Technologies, NVS Brokerage, Omniscience Capital, PNB Gilts, Prudent Capital, Punjab and Sind Bank, Punjab National Bank, RXIL, Renticle, Starters CFO, Tata Capital, and Union Bank of India.

Internship roles encompassed critical functions such as Rating Analysis, Finance, Risk Management, GBO Summer Analysis, Credit, Compliance, Business Analysis, Financial Analysis, Product & Strategy, Fraud Control, Treasury, Trade Finance, MSME Credit, Data Analysis, Investment Banking, Equity Research, Project Management, Credit Risk, Model Risk, Governance & Risk Reporting, and Internal Audit. Several organizations offered highly competitive stipends, reflecting the strong industry confidence in the talent pool of NIBM.

Institution's Innovation Council (IIC)

Institution's Innovation Council (IIC) is an initiative by the Ministry of Higher Education, Government of India and AICTE to encourage young minds to think, innovate and build. IIC was established at NIBM consisting of internal members as well as external members from the corporate sector along with student members.

On November 23, 2024, IIC hosted a Workshop on Intellectual Property Rights (IPR) led by Dr. Swapnil Bhurat, HoD of the Electric Vehicle Program and a registered Indian Patent Agent. The session offered practical insights into patents, copyrights, and trademarks, equipping

participants with strategies to protect and leverage intellectual assets for innovation-driven growth.

NIBM's IIC organised its inaugural FinTech Summit, FinTech Edge: Where Innovation Meets Inclusivity, on February 21, 2025, at the NIBM campus. The event brought together industry leaders, fintech startups, banking professionals, and investors to deliberate on the rapidly evolving financial technology landscape. Sponsored by leading organisations such as the National Payments Corporation of India (NPCI), Phi Commerce, and ONE Card, the summit witnessed participation from 48 fintech startups, 62 founders, and 85 attendees, with discussions centred on AI adoption, digital banking innovations, and fintech-bank collaborations. Keynote addresses by industry experts emphasised emerging trends including embedded finance, AI-driven risk management, and the Open Network for Digital Commerce (ONDC). A major highlight was the FinVision Pitch Competition, organised in collaboration with NPCI Propel, where startups presented innovative solutions in areas such as banking services, deep-tier supply chain financing, and AI-powered lending assistance. Entries were evaluated on parameters including scalability, regulatory compliance, and market potential, with the top three startups being felicitated. The summit concluded with a valedictory address by Mr. P. Vasudevan, Executive Director, Reserve Bank of India, who encouraged greater fintech participation in regulatory hackathons. Networking sessions fostered meaningful interactions among entrepreneurs, bankers, and academicians, underscoring NIBM's commitment to driving financial innovation and promoting inclusivity in the fintech ecosystem.



Research and Consultancy

Research Activities

Publications by the Faculty

The faculty at NIBM are actively engaged in research and their research outcomes are published in a variety of forms such as articles in journals, working papers, case studies, presentations in conferences, and books. The details of the research activities of the faculty and their publications during the year are presented below.

1. Papers in Journals

- Gargi Sanati and Anup Kumar Bhandari, 'Dynamics of Operational Efficiency in Credit Lending and Recovery of Stressed Assets: An Alternative Approach with Undesirable By-Products', *Journal of Quantitative Economics* (B-category ABDC), 22, pp. 365-394, April 2024. DOI: 10.1007/s40953-024-00389-8.
- Gargi Sanati and Anup Kumar Bhandari, 'Operational Efficiency in the Presence of Undesirable Byproducts: An Analysis of the Indian Banking Sector under Traditional and Market-Based Banking Framework', *Indian Growth and Development Review* (B-category ABDC), 17(2), pp. 140-166, April 2024. MDOL: 10.1108/IGDR-07-2023-0093.
- Arindam Bandyopadhyay, Abhijit Biswas and Arindam Das, 'Corporate Social Responsibility and Bank's Systemic Risk Contribution: A Panel Study of Indian Banks', *Economic & Political Weekly* (B-category ABDC), 59(21), May 2024. <https://www.epw.in/journal/2024/21/money-banking-and-finance/corporate-social-responsibility-and-banks-systemic.html>
- Arindam Bandyopadhyay, 'Rating Accuracy and Default Risk: Is Model Risk a Concern for Indian Banks?' *Economic & Political Weekly* (B-category ABDC), 59(18), May 2024. <https://www.epw.in/journal/2024/18/insight/rating-accuracy-and-default-risk.html>
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- Richa Verma Bajaj and Soumya Gupta, 'Credit Quality and Credit Risk: A Rigorous Walkthrough', *Indian Economic Journal* (B-category ABDC), June 9, 2024. <https://journals.sagepub.com/doi/full/10.1177/00194662241254500>
- Smita Roy Trivedi, Dipali Krishnakumar and Richa Verma Bajaj, 'Loan Frauds in the Indian Banking Industry: A New Approach to Fraud Prevention Using Natural Language Processing (NLP)', *Asia-Pacific Financial Markets* (C-category ABDC), June 12, 2024. https://link.springer.com/article/10.1007/s10690-024-09470-x?utm_source=rct_congratemail&utm_medium=email&utm_campaign=nonoa_20240612&utm_content=10.1007%2Fs10690-024-09470-x.
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- Kaushik Mukerjee, 'Augmented Reality and Customer Engagement in the Context of e-Banking' *Journal of Financial Services Marketing* (B-category ABDC), June 15, 2024.
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- Parthapratim Pal and Partha Ray, 'Recent Decline in Indian Savings: Is It in Line with the Global Trend?', *Economic & Political Weekly* (B-category ABDC), 59(24), June 2024.
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- Smita Roy Trivedi and Saibal Ghosh, 'Do Deeds Match Words? India's Monetary Policy Needs to "Walk the Talk" for Inflation Anchoring', *Journal of Policy Modelling* (A-category ABDC), June 2024.
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- Arindam Bandyopadhyay, 'Climate Risk Management: The RBI's Disclosure Norms for Banks and Financial Institutions', *Economic & Political Weekly* (B-category ABDC), 59(28), July 2024.
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- Pramod C Mane, 'Accuracy and Creativity Analysis of ChatGPT in Quantitative Aptitude', *International Journal of Information and Learning Technology* (C-category ABDC), 42(2), pp. 224-248, March 2025. <https://doi.org/10.1108/IJILT-02-2024-0019>
- Srividhya Sridharan, 'An Investigation of Corruption in Public-Private Partnership (PPP) Projects from Project Life Cycle Perspective', *Public Organization Review*, March 2025. <https://link.springer.com/10.1007/s11115-025-00852-x>
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- Pramod C. Mane, Surajit Borkotokey and Snehal Ratnaparkhi, 'Peer-To-Peer Network: Kantian Cooperation Discourages Free Riding', *Journal of Information and Optimization Sciences* (C-category ABDC), 46(5), March 2025. <https://doi.org/10.47974/JIOS-1804>

- Deepankar Roy and Biswa Nath Bhattacharyay, 'Determinants of Financial Inclusion in India: Role of Digital Financial Services', *South Asian Journal of Management* (C-category ABDC), 32(1), pp. 79-105, January – March 2025.
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2. Book(s)

- Y. V. Reddy, Partha Ray and Pinaki Chakraborty, 2025, *Financial and Fiscal Policies: Crises and New Realities*. Oxford: Oxford University Press.
- Saibal Ghosh and Partha Ray (Eds), 2024, *Perspectives on Economics and Management: Essays in Honour of Anindya Sen*, New Delhi: Routledge. Available at https://www.amazon.in/Perspectives-Economics-Management-Essays-Anindya-ebook/dp/B0DC4R4N7W?ref_=ast_author_mpb

3. Working Papers

- Managers' Behavioural Influence Tactics: The Role of Managers' Work Experience and Span of Supervision, WP38/April 2024 – Shomi Srivastava
- Rupee Stability: Role of the Indian Central Bank, WP39/April 2024 – Smita Roy Trivedi
- Impact of Social Media Influencers on the Indian Equity Market: A Network and Sentiment Analysis Approach, WP40/April 2024 – Smita Roy Trivedi
- Developing Social Influence Questionnaire (SIQ) in the Indian Context: A Confirmatory Factor Analysis Study, WP41/April 2024 – Shomi Srivastava
- Independence Principle under Letter of Credit and the Fraud Exception, WP42/April 2024 – Smita Roy and Rajesh Ramakrishnan
- RBI's Draft Prudential Framework for Income Recognition, Asset Classification and Provisioning Pertaining to Advances – Projects under Implementation Direction 2024, WP43/May 2024 – Tasneem Chherawala
- Impact of Climate Transition Risk on Firm-Level Credit Risk: The Case of India's Steel Companies, WP44/May 2024 – Tasneem Chherawala
- Digital Cash Flow Lending to MSMEs: Concepts and Models, WP45/May 2024 – Naveen Kumar, V S Kaveri and Narul Shah
- Is Banking Consolidation at Odds with Financial Stability? The Case of India, WP46/May 2024 – Tasneem Chherawala and Gargi Sanati
- Operational Risk Management – Regulatory Guidance to Remain Resilient, WP 47/August 2024 – Richa Verma Bajaj
- Implied Temperature Rise and Banks' Preparedness towards Climate Change Sustainability, WP48/October 2024 – Abhijit Biswas and Arindam Bandyopadhyay
- New RBI Guidelines on Fraud Risk Management: A Risk-Based and Data-Driven Approach, WP49/December 2024 – Smita Roy Trivedi and Aditi N Kakade
- Revolutionizing Supply Chain Finance for MSMEs: Is TReDS the Next Breakthrough?, WP50/December 2024 – Gargi Sanati and Rajesh Ramakrishnan
- FX Swap Liquidity in India's Domestic and International Front: Exploring Spillover across Exchange Rate Regimes, WP51/March 2025 – Gargi Sanati, Manoel Pacheco and Akash Supare

4. Conference Papers Presented

- Naveen Kumar K., 'Prospects and Challenges of Digital Invoice Financing for MSMEs in India: An Empirical Study' at Conference on the Ecosystem of Vibrant MSMEs for Resilient Growth in Asia and the Pacific, organised by the ADB, Asian Development Bank Institute (ADBI), and the University of Tokyo (Center for Research and Education in Program Evaluation), held at Asian Development Bank headquarters, Manila on 22 November 2024.
- Anjan Roy, 'Credit Growth Planning at HDFC Bank', at IVEY Case Conference held at Indian Institute of Management, Nagpur on 21 December 2024.
- Debaditya Mohanti, 'India's Monetary Policy: From Independence to Modern Challenges' at the International Conference on Business, IT, and Enterprise Architecture (ICBIT 2025), organised online by MDI Murshidabad during 30-31 January 2025.
- Srividhya Sridharan, 'Decoding Green Leverage for Renewable Energy in Emerging Economies' at the International Conference on Sustainable Goals 2.0 hosted by IIM-Bodh Gaya on 1-2 February 2025.
- Smita Roy Trivedi, 'Elderly Rural Women and Workforce Participation in India: Are there Symptoms of Distress?' co-authored with Kiran Limaye, at the ICSSR-sponsored National Conference on Preserving the Dignity of Elderly: A Pathway towards Vision Viksit Bharat@2047, at MIT-WPU Pune on 13-14 February 2025.
- Naveen Kumar K, 'Green Economy and MSME Performance in India: Evidence from World Bank Survey Data', at the 16th Biennial Conference on Entrepreneurship held at EDII, Ahmedabad, Gujarat from February 26-28, 2025.

5. Case Studies

The institute's faculty have written several case studies for teaching and training and these have been published by the NIBM Case Development Centre. The list of case studies published during the year is as follows:

- Lessons from the Winsome Case: Early Warnings for the Gems and Jewellery Sector, June 2024
- Smita Roy Trivedi
- Akash Enterprises: A Case on Credit Risk Scoring of Small Value Loans, October 2024
- M Manickaraj and Shristi Shinde
- Case on Mahesh Industries, October 2024
- M Manickaraj and Shristi Shinde
- National Steel and Agro Industries Ltd., October 2024
- M Manickaraj and Aadesh Gwal

6. Articles in Newspapers/Magazines

- Partha Ray and Parthapratim Pal, 'India's Saving Rate Trend Raises a Few Questions', in *The Hindu businessline*, May 16, 2024. <https://www.thehindubusinessline.com/opinion/indias-saving-rate-trend-raises-a-few-questions/article68183451.ece>
- Smita Roy Trivedi, 'A Lookback at the Collaboration that Paved the Way for Behavioural Economics', in *London School of Economics (LSE) Business Review Blog*, May 28, 2024. (<https://blogs.lse.ac.uk/businessreview/2024/05/28/a-lookback-at-the-collaboration-that-paved-the-way-for-behavioural-economics/>)

- Smita Roy Trivedi, 'Does public policy needs to be behavioural?', in *The Hindu businessline*, July 18, 2024. <https://www.thehindubusinessline.com/opinion/does-public-policy-need-to-be-behavioural/article68419125.ece>
- Smita Roy Trivedi and Saibal Ghosh, 'Monetary Policy Spin', in *The Hindu businessline*, August 20, 2024. <https://www.thehindubusinessline.com/opinion/monetary-policy-spin/article68547372.ece>
- Smita Roy Trivedi, 'Women and Workplace: What We Want', in *The Hindu businessline*, September 5, 2024. <https://www.thehindubusinessline.com/opinion/women-and-workplace-what-we-want/article68610451.ece>
- Parthapratim Pal and Partha Ray, 'Some Disquieting Trends in Global Trade', in *The Hindu businessline*, September 4, 2024. <https://www.thehindubusinessline.com/opinion/some-disquieting-trends-in-global-trade/article68606246.ece>
- Smita Roy Trivedi, 'Signs of Financial Sector Froth', in *The Hindu businessline*, October 2024. <https://www.thehindubusinessline.com/opinion/signs-of-financial-sector-roth/article68714507.ece>
- Smita Roy Trivedi, 'RG Kar: A Citizens' Awakening', in *The Hindu businessline*, October 2024. <https://www.thehindubusinessline.com/opinion/rg-kar-a-citizens-awakening/article68729484.ece>
- Partha Ray and Parthapratim Pal, 'Hopes, Misgivings over "BRICS currency"', in *The Hindu businessline*, November 2024. <https://www.thehindubusinessline.com/opinion/hopes-misgivings-over-brics-currency/article68890790.ece>
- Smita Roy Trivedi, 'RBI's New Norms May Help Detect Financial Frauds', in *The Hindu businessline*, November 2024. <https://www.thehindubusinessline.com/opinion/rbis-new-norms-may-help-detect-financial-frauds/article68879575.ece>
- Smita Roy Trivedi, 'Will RBI Cut Policy Rates?' in *The Hindu businessline*, December 2024. https://www.nibmindia.org/documents/397/Dr_Smita_Roy_HBL_4_Dec_2024.pdf
- Smita Roy Trivedi and Kiran Limaye, 'Labour force participation of teen girls and elderly women in rural India is increasing', in *The Hindu businessline*, January 2025. <https://www.thehindubusinessline.com/opinion/labour-force-participation-of-teen-girls-and-elderly-women-in-rural-india-is-increasing/article69109754.ece>
- Smita Roy Trivedi and Abhiman Das, 'Has Inflation Threat Receded?', in *The Hindu businessline*, February 2025. <https://www.thehindubusinessline.com/opinion/has-inflation-threat-receded/article69189072.ece>
- Smita Roy Trivedi and Abhiman Das, 'Social Sector is Crucial to Growth', in *The Hindu businessline*, March 2025. <https://www.thehindubusinessline.com/opinion/social-sector-is-crucial-to-growth/article69299655.ece>
- Parthapratim Pal and Gargi Sanati, 'RBI's Liquidity Moves Explained', in *The Hindu businessline*, March 2025. <https://lnkd.in/gFnsQs53>

Conferences and Seminars Organised by NIBM

- A fire side-chat on 'State of Knowledge on Economy and Finance: Which Way Now?' was held on October 4, 2024 at NIBM campus in Pune with D. M. Nachane, Emeritus Professor, Indira Gandhi Institute of Development Research (IGIDR) and R. B. Barman, Former Executive Director, Reserve Bank of India (RBI) and Former Chairman, National Statistical Commission. The two speakers, both eminent economists and policymakers, engaged in a free-flowing conversation moderated by Partha Ray, Director, NIBM.
- A seminar on Global Macroeconomic Development and Financial Markets: Navigating Market Volatility with Technical Analysis was held in Mumbai on December 4, 2024. Smita Roy Trivedi and Debaditya Mohanti organised this seminar with the collaborative support of NIBM and CMT.



○ Seminars with Internal Faculty Members as Speakers

<i>Sr No.</i>	<i>Date</i>	<i>Speaker</i>	<i>Topic</i>
1.	April 5, 2024	Smita Roy Trivedi	Contribution of Daniel Kahneman to the Field of Economics
2.	April 5, 2024	B. Ashok	Daniel Kahneman – Behavioural Economics: An HR Practitioner's Views.
3.	September 27, 2024	Sarita Bhatnagar	Dynamics of Asset Ownership: An SHG-BLP Perspective.
4.	March 17, 2025	Srividhya Sridharan	Decoding Green Leverage for Renewable Energy in Emerging Economies.

○ Seminars with Invited Speakers

<i>Sr No.</i>	<i>Date</i>	<i>Speaker</i>	<i>Topic</i>
1.	April 29, 2024	Partha Pratim Pal, Professor, IIM Calcutta	Evolving Pattern in International Trade
2.	June 5, 2024	Deepak Narang, Former ED, United Bank of India	A Talk on 'Empowering the Banker' (based on the book authored by Shri Deepak Narang)
3.	January 13, 2025	Saswat Patra, Researcher at University of Luxembourg	Inputs on the Recent Trends in Financial Research as well as the Importance of Modern Research Methods (e.g., NARDL Models/ MIDAS Models, etc.),
4.	February 24, 2025	Anush Kapadia, Associate Professor, Humanities and Social Sciences (HSS), Ashank Desai Centre for Policy Studies, IIT Bombay, Mumbai	Money Anchored to the Future, from the Chapter 'Political Theory of Money'
5.	March 10, 2025	Shesadri Banerjee, Economist, Macroeconomic Modelling, Monetary Policy Department, Reserve Bank of India, Mumbai	A DSGE Model with Banking Sector for India
6.	March 24, 2025	Anustup Kundu, Researcher at University of Helsinki	Do Risk and Time Preference Explain Household Demand for Microinsurance? A Lab in the Field Approach.

<i>Sr No.</i>	<i>Date</i>	<i>Speaker</i>	<i>Topic</i>
7.	July 10, 2024	Sangeeta Shroff, Professor, VAMNICOM, Pune	Agriculture Policy in India: Addressing the Challenges for Financing of Agriculture
8.	August 22, 2024	Preetam Basu, Director of Studies for MSc Logistics and Supply Chain Management, Senior Lecturer in Operations Management, Kent Business School, Canterbury, UK	Impact of Working Capital on Firm Performance: Does It Matter?
9.	August 23, 2024	Alpana Killawala, Former CGM, RBI	A Talk on her Book, "A Fly on the RBI Wall: An Insider's View of the Central Bank"
10.	September 9, 2024	Saswat Patra, Visiting Research Fellow in LCL, Department of Economics and Management, University of Luxembourg	How Influential is Uncle Sam? Examining the Impact of US Monetary and Trade Policy Uncertainty on BRICS Currency Markets under Structural Breaks
11.	October 7, 2024	Manoel Pacheco, CCIL	Testing the Expectations Hypothesis and Explaining the Determinants of Term Premia: Evidence from the Indian Money Market (Online)
12.	November 19, 2024	P V Viswanath, Director, Global Portfolio Analysis, Professor of Finance and Graduate Program Chair, Department of Finance and Economics Lubin School of Business, Pace University, New York	Annulment of Sale and Purchase Contracts in the Dharmasastras (Online)
13.	December 27, 2024	Sushil K. Sharma, Dean, College of Business, Engineering and Technology, Texas A&M University – Texarkana	Collaborating for Raising the Research and Publications Output (Online)

Conferences, seminars and programmes attended by faculty in 2024-25 is given in Annexure III.

Consultancy

Summary of the Consultancy Projects offered by NIBM during 2024-25 is provided below.

Completed Projects

- 1. Validation of Counterparty Exposure Limit (CEL) Model for India Exim Bank**
– Gargi Sanati (*Coordinator*), Arindam Bandyopadhyay, Dipali Krishnakumar & Rajesh Ramakrishnan
- 2. Comprehensive Assessment of the Government of India Supported Line of Credit Portfolio of India Exim Bank**
– Partha Ray (*Principal Coordinator*), Anjan Roy (*Coordinator*), Arindam Bandyopadhyay, Kaushik Mukerjee, Tasneem Chherawala & Smita Roy Trivedi
- 3. Review and Validation of the CRP-BSP Computation Model of Bandhan Bank**
– Tasneem Chherawala (*Coordinator*), Arindam Bandyopadhyay
- 4. Validation of BLR III Liquidity Return (LCR & NSFR) for Punjab & Sind Bank**
– Kedar nath Mukherjee (*Coordinator*), Sanjay Basu & Tasneem Chherawala

Ongoing Projects

- 1. Designing Individual Development Plan (IDP) for officers (Scale IV and above) of Punjab & Sind Bank**
– Shomi Srivastava (*Coordinator*), B Ashok
- 2. A Study on Assessment of Loan Monitoring, Collection and Recovery Processes of Bandhan Bank**
– Partha Ray (*Principal Coordinator*), Anjan Roy (*Joint Coordinator*), Naveen Kumar K (*Joint Coordinator*), Deepankar Roy, Alka Vaidya & Sarita Bhatnagar
- 3. Review of Treasury Manual and Standard Operating Procedure for Bank of Maharashtra**
– Gargi Sanati (*Coordinator*), Kedar nath Mukherjee, Sanjay Basu, Tasneem Chherawala & Dipali Krishnakumar
- 4. Conduct of Written Examination for Promotion Process for Scale I-III Officers of Exim Bank**
– Naveen Kumar K & Anjan Roy
- 5. Further Study on Comprehensive Assessment of the Government of India Supported Line of Credit Portfolio of Exim Bank for Ministry of External Affairs**
– Partha Ray (*Principal Coordinator*), Anjan Roy (*Coordinator*), Arindam Bandyopadhyay, Kaushik Mukerjee, Tasneem Chherawala & Smita Roy Trivedi
- 6. Conducting Written Test for the Employees of the Andhra Pradesh State Financial Corporation**
– G Nagaraju
- 7. Assignment on Validation of Net Overnight Open Position Limit and Its Computation for EXIM Bank of India**
– Gargi Sanati (*Coordinator*), Tasneem Chherawala & Rajesh Ramakrishnan
- 8. Consultancy Project on Competency Assessment of Chief Managers of Exim Bank**
– Shomi Srivastava (*Coordinator*), Asha Binu Raj

Publications

NIBM has a variety of publications to its credit in the form of books, monographs, journals, reports, mimeographs and working papers in tandem with its research and training functions. NIBM publishes its annual flagship report, *The India Banking and Finance Report*, as well as two quarterly journals in English:

- (i) **Prajnan – Journal of Social and Management Sciences:** A leading refereed journal (launched in 1972).
- (ii) **Vinimaya:** A popular journal presenting conceptual and practical viewpoints of both bankers and management educationists (launched in 1979).

These journals cater to the needs of professional managers, bankers, researchers and educationists.



Prajnan

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. 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). It is also listed in the UGC CARE List thereby ensuring that it is fully covered by all major indexation databases.

Prajnan is published under the editorship of Sanjay Basu with editorial support from Dipali Krishnakumar, Gargi Sanati and Smita Roy Trivedi, with support from NIBM's in-house design and production team. Many insightful research-based papers, informative brief articles on contemporary issues as well as book reviews were published during the year.

Details of Volume 53 (Nos. 1-3) of Prajnan

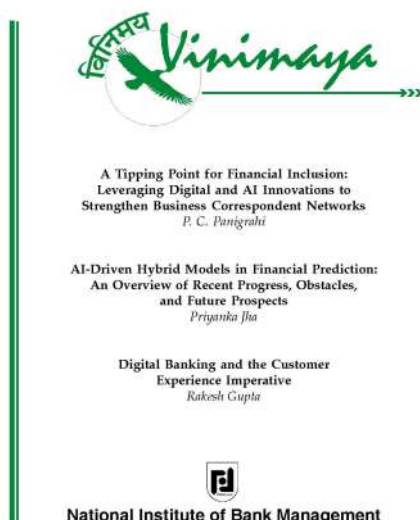
Issues	Papers	Book Reviews	Brief Article	Topics
April-June 2024	5	0	0	Climate risks in the Indian context; green finance and central bank initiatives around the world; green marketing capabilities; gender diversity, environmental concerns and bank risk taking; impact of climate transition risk on firm-level credit risk in Indian steel sector.
July-September 2024	5	0	0	Financial exclusion in India; growth through bank-specific variables; gender-inclusive entrepreneurial self-efficacy and the influence of entrepreneurial culture and education; access to finance within informal manufacturing enterprises and its impact on their business; digital payment security.
October-December 2024	3	1	0	Enactment of IBC 2016 and valuations of Indian banks; blockchain in finance and banking; determinants of FDI in BRICS economies. <i>Book Review: Monetary Policy after the Great Recession: The Role of Interest Rates.</i>

The Editorial Advisory Board of Prajnan comprises N. S. Viswanathan (Former Deputy Governor – Reserve Bank of India, and Senior Fellow, Public Policy – IIM Bangalore), B. Sambamurthy (Former Director & CEO – IDRT Hyderabad) and Geeta Gouri (Former Member – Competition Commission of India), Vijay Kelkar (Chairman India Development Foundation, Gurgaon), D.M. Nachane (Professor Emeritus & Former Director Indira Gandhi Institute of Development Research, Mumbai), Anil K Khandelwal (Former Chairman & Managing Director, Bank of Baroda), and Partha Ray (Director, NIBM). The editorial committee consists of fifteen distinguished academicians and practitioners from reputed Indian and international institutions. The editorial team at NIBM works closely with the esteemed panel of external experts to ensure that Prajnan continues to flourish.

Vinimaya

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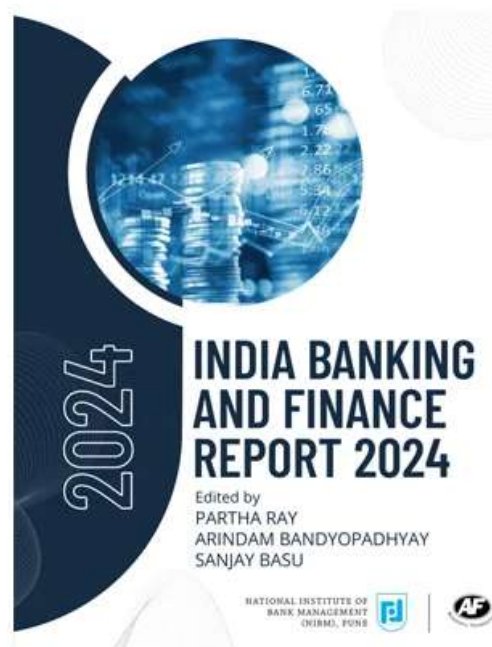
Vinimaya is a quarterly journal published since 1979, dedicated to the latest insights and developments in the banking and financial services sector. It serves as a platform for thought leaders, academics, and professionals to share research, case studies, and analytical articles that address pressing issues and trends in finance, banking, and technology. With a focus on both policy and practice, Vinimaya fosters knowledge sharing and contributes to the professional growth of banking professionals, educators, and students alike.

With M Manickaraj as the Editor, and Naveen Kumar K and Elizabeth James as the editorial team members, four issues of Volume 45 were published in 2024-25. The articles share creative approaches towards solving industry-related issues and help readers make sense of the rapid changes in the industry landscape.

Details of Volume 45 (Nos. 1-4) of Vinimaya

Issues	No. of Articles	Topics
April-June 2024	4	Alternative investment funds and how they transformed India's financial landscape; leveraging AI in HRM in banks; impact of merger on employee productivity of State Bank of India; electronic retail payment systems in India in the post-pandemic period.
July-September 2024	4	Evolution, regulatory landscape and prospects of cryptocurrencies; adoption of Central Bank Digital Currency (CBDC) in India; concurrent audit as a strategic tool for preventing bank loan frauds; Supply Chain Finance and Supply Chain Efficiency.
October-December 2024	3	Management strategies of credit risk in personal loans by banks and NBFCs; dynamics of trade credit and implications for corporate finance and policy in India; MSME financing mechanisms in Europe and India.
January-March 2025	3	Use of digital and AI innovations to strengthen business correspondent networks for financial inclusion; application of AI-driven hybrid models in financial prediction; digital banking and the customer experience imperative.

India Banking and Finance Report (IBFR) 2024



Since 2021, NIBM has been publishing its flagship annual report titled *India Banking and Finance Report* (IBFR). This annual volume showcases research conducted by NIBM faculty on various contemporary issues of banking and finance. *India Banking and Finance Report 2024* was published in November 2024. Prior to publication, a round table discussion on the draft IBFR 2024 was conducted on July 3, 2024 with the following acting as discussants: (i) Dr Rupa Rege Nitsure, Former Group Chief Economist and Group Executive Council member, L&T Finance Ltd; (ii) Shri Deepak Narang, Former ED, United Bank of India; (iii) Shri Prashant Mane, Web3 Advisor and Former External Innovation – Task Force Lead at FIS; and (iv) Dr Subrata Sarkar, Former Professor, IGIDR. Further, the draft report was read by and received advance praise from (i) Prof. Ravindra Dholakia, Member, RBI Central Board of Directors and Professor, IIM Ahmedabad; (ii) Dr Bhimaraya Metri, Director, Indian Institute of Management, Nagpur; (iii) Shri Atanu Kumar Das, former

Managing Director & CEO, Bank of India and currently, Director, Institute of Insurance and Risk Management (IIRM); (iv) Mr Justin McCarthy, Chief Executive Officer, PRMIA; and (v) Ms Alpana Killawala, former Principal Advisor, Department of Communication, RBI. The IBFR 2024, published by Academic Foundation, was released at a book launch ceremony at NIBM, Pune on November 18, 2024. The Honourable Deputy Governor of RBI, Dr. Michael D. Patra, officially unveiled the *India and Banking Finance Report (IBFR) 2024* along with the editors of the report: Prof. Partha Ray, Director – NIBM, Prof. Arindam Bandyopadhyay, Dean (Academic Programme) – NIBM and Prof. Sanjay Basu, Faculty – NIBM and Editor (*Prajnan*). The report covers a wide spectrum of topics, across sixteen chapters: from latest macro-financial developments to ECL provisioning, ESG to Digitalisation of Trade and regulatory contours after Silicon Valley Bank meltdown to credit guarantees for MSMEs.



Collaborations and Associations with Other Organisations

MoU with Institute for Development and Research in Banking Technology (IDRBT)

This collaboration builds synergistic benefit of the strengths of each of the institute to jointly collaborate on executive training and online course of mutual interests. The NIBM and IDRBT will conduct joint professional programmes for Banking and Financial sector on a partnership basis. NIBM & IDRBT may jointly conduct International Exposure Programmes / Visits / Conferences / Workshops / Seminars for the Banking and Financial sectors on emerging area of common interest in India or abroad.

Institutional Memberships

NIBM was a member of the following organisations in 2024-25:

- Association of Indian Management Schools (AIMS)*
- Indian Institute of Banking and Finance (IIBF)*
- Pune International Centre *
- ICC (International Chamber of Commerce India, New Delhi
- MCCIA (Maharatta Chamber of Commerce, Industries and Agriculture), Pune
- CICTAB (Centre for International Cooperation and Training in Agricultural Banking)

* Life Member

Individual Memberships/Associations

Partha Ray, Director, NIBM, was a member of the following governing boards/councils of organisations in 2024-25:

- Director on the Board of Directors of the Deposit Insurance and Credit Guarantee Corporation (DICGC), Reserve Bank of India.
- Independent Director on the Board of National Credit Guarantee Trustee Company Ltd. (NCGTC Ltd.), Government of India.
- Member, HR Steering Committee of the Board of Directors of Bank of Maharashtra, Pune.
- Member, Pension Advisory Committee, Pension Fund Regulatory and Development Authority (PFRDA).
- Member, Governing Council, Centre for Advanced Financial Research and Learning (CAFRAL).
- Member of the Advisory Council of National Institute of Securities Markets (NISM) (An Educational Initiative of SEBI).
- Member, Governing Board, Institute of Banking Personnel Selection (IBPS).
- Member, Governing Council, Bankers Institute of Rural Development (BIRD), NABARD.
- Member of Advisory Committee on National Accounts Statistics (ACNAS), Ministry of Statistics and Programme Implementation, Government of India.
- Member of the Editorial Board of *Co-operative Perspective* Journal of VAMNICOM.

Among the Faculty

Kaushik Mukerjee

- Research Advisory Committee Member for 2 students pursuing Ph.D. on topics related to banking at MIT-WPU.
- Board Member at Indian Institute of Bank Management, Guwahati.

Anjan Roy

- Member, Governing Board, Southern India Bank Staff Training College, Bangalore.
- External Member, Regional POSH Committee, UltraTech Ltd.
- External Member of the Fellow Programme Management Committee, Management Development Institute (MDI), Gurgaon.

Arindam Bandyopadhyay

- External Member of Regional Advisory Committee (RAC) for Zonal Training Centre (ZTC), RBI, Belapur, since February 2021.
- Member, Editorial Board of *IIMB Management Review*, Elsevier.
- External Member as Subject Expert for PHD thesis evaluation in Symbiosis Center for Research and Innovation, Symbiosis International (Deemed University).
- External Member, Expert Group for formulation of the Climate Change Risk Preparedness Index (CCRPI), RBI.
- External Member, Working Group on the Stress Testing of DICGC's Portfolio.
- External Expert in PHD evaluation in the Research Division of the Indian Institute of Foreign Trade (IIFT).

Kedar nath Mukherjee

- Member, Academic Advisory Committee, Institute of Public Enterprise (IPE), Hyderabad.

Faculty and Staff

(as on March 31, 2025)



Prof. Partha Ray

Director

Ph.D. (Economics), University of Mumbai, India

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



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. Kaushik Mukerjee

Professor and Dean (Research)

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

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



Prof. Anjan Roy

Professor and Dean (Executive Training Programme)

B.Tech., Fellow (MDI, Gurgaon)

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

Finance (FIN)



Prof. Sanjay Basu

Professor and 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



Dr. M Manickaraj

Associate Professor and 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. Richa Verma Bajaj
Associate 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. Debaditya Mohanti
Assistant Professor

M.Sc., MBA (Finance), Ph.D. (Management), Sardar Patel University, Vallabh Vidyanagar

- Derivatives and Risk Management, Fixed Income Securities, Risk Management, Corporate Finance


Dr. Srividhya Sridharan
Assistant Professor

B. Com., Associate Chartered Accountant, ICAI and Ph. D. (Corporate Finance)

- Finance


Shri. Sanjay Kanchi
Adjunct Faculty

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

- Credit Analysis; and International Finance


Ms. Aditi N Kakade
Adjunct Faculty

M. Com.

- Finance


Shri. Purushottam Bedekar
Adjunct Faculty

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

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

Human Resource Management (HRM)


Dr. Shomi Srivastava
Associate Professor

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

- Human Resource Management; and Organizational Behaviour


Dr. Asha Binu Raj
Associate Professor

B.Sc., MBA, Ph.D. (University of Hyderabad)

- Human Resource Management

Information Technology (IT)


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. Pramod Mane
Assistant Professor

B.E. (I.T.), M.Tech. (I.T.) and Ph.D. (Computer Science & Engineering)

- Information Technology

Money, International Banking and Finance (MIBF)


Dr. G Nagaraju
Associate Professor

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

- Monetary Economics; Macroeconometric Modelling; and International Finance



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. 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. 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



CA Rajesh Ramakrishnan

Adjunct Faculty

Chartered Accountant

- Trade Finance

Rural Finance and Development (RFD)



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. Nisha Bharti

Assistant Professor

B. Sc. (Agriculture), M.Sc. (Agriculture) and Fellow (Institute of Rural Management, Anand)

- Rural and Agriculture Finance, Rural Development and Management, Agribusiness Management.

Strategic Planning, Marketing and Control (SPMC)



Dr. Sarita Bhatnagar

Associate 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



Dr. Mahasweta Das Saha

Assistant Professor

B.E. (NIT, Tiruchirapalli), MBA (Symbiosis Institute of Operations Management, Nashik), Ph.D. (VGSOM, IIT, Kharagpur)

- Customer Focus, Digital Marketing in Banking, Customer Relationship Management, Marketing of Financial Services

(b) Functional Heads (Administration)

Soni Philip
Chief Administrative Officer



Harishchandra Redekar
Senior Executive Officer – Administration



Shanti Mani
Senior Executive Secretary to Director



Rosamma Peter
Senior Executive Officer – ETP



Amruta Mohile
Chief Manager Accounts



Dilip Dhamankar
Senior Executive Officer – AP



Shekhar Naik
Executive Officer – Purchase & Stores



Bhakti Gole
Librarian



Sushil Kumar Prasad
Project Engineer



Baliram R Pawar
Estate cum Security Officer



Dr. Mini Chitkara
Resident Medical Officer



Suchetana Ghosh Dostidar
Executive Officer – Publications

Employee Welfare and Events

Employee Welfare

Health Checkup and Breast Cancer Awareness

Under NIBM Welfare Fund Scheme, all employees of the Institute were offered a free 'Preventive Health Check-up' package. The checkup facility was administered through empanelled hospitals such as Ruby Hall Clinic, Jehangir Hospital and Inamdar Multi-specialty Hospital. On May 20, 2024, a talk on general awareness regarding breast cancer was organised for female faculty and staff. Dr. Swati Suradkar, renowned breast surgeon, spoke at length on the topic to help raise awareness among employees.

Staff Training

Institute's administrative staff are always encouraged to attend various training programmes for learning and skill development, and in the year 2024-25, a total of 29 employees attended 17 training programmes organised by Maharashtra Chamber of Commerce, Industries and Agriculture (MCCIA) and other training centres.

Motivational Workshop

A motivational workshop for all administrative staff was conducted on September 19, 2024. The workshop, conducted by guest speaker Mr. Ashok Deshmukh, was very well received by the participants.

Picnic for Staff and Faculty

A one-day picnic was arranged to Kunjawan Resort at Bhore near Pune for staff and faculty on March 1, 2025.



Events

NIBM Foundation Day

NIBM celebrated its 55th Foundation Day on September 24, 2024. The event was graced by the presence of the chief guest, Shri S Krishnan, IAS, Secretary, Ministry of Electronics and Information Technology (MeitY), Government of India, who delivered the Foundation Day Lecture, speaking at length on India's advancing digital economy. Senior bankers, Shri Bhavendra Kumar, Executive Director from Canara Bank, officers from Bank of Maharashtra and Shri Sumed Jawade, General Manager from Corporate Strategy & Budget Department, Central Office, Reserve Bank of India along with several former faculty and staff members also graced the event. In the afternoon, the staff, faculty and the students put up a wonderful show of talent: songs, dance, a fashion show, and a skit, alongside fun games and quizzes.



Celebration of Independence Day and Republic Day

The Institute celebrated Independence Day on August 15, 2024 and Republic Day on January 26, 2025 by hoisting the national flag.

Tree Plantation Programmes

The Institute celebrated World Environment Day in a ceremony on June 5, 2024 where children and family members of the Institute's faculty and were specially invited to plant saplings. The 'Green Campus' committee which was set up last year initiated the plantation drive. Tree plantations were also organised on various other occasions such as Mahatma Gandhi Jayanti (October 2, 2024), Republic Day (January 26, 2025) and the alumni meet event 'Alum Melange' on February 9, 2025.



Blood Donation Camp

A blood donation camp was organised with the support of Jankalyan Raktakendra, Pune at the NIBM campus on December 6, 2024. A total of 48 volunteers among faculty and staff donated blood.



Infrastructure

Library

Events and Exhibitions

Various book signing events were organised in 2024-25 and several distinguished authors visited the NIBM Library. On 5 June 2024, Shri Deepak Narang graced the library and signed a copy of his book *Empowering the banker: Credit and Risk Aspects of Banking* (2024). On 23 August 2024, a book signing event was held for the book *Fly on the RBI Wall: An Insider's View of the Central Bank* (2024) by the author Ms Alpana Killawala.

Exhibitions of new books were organised over the course of the year in the library's reading room on 2 July 2024, 13 November 2024, and 25 February 2025. New books were added to the collection as per recommendations and approval received, and old volumes (265 copies of 7 old editions from the PGDM section) were weeded out.

Digital Library and Remote Access

As per AICTE requirements, National Digital Library registration was done in 2017. And as per the current requirement, Institutional Registration to the NDLI-Club portal has been completed, and students and faculty have been asked to register.

The library has also implemented remote access technology for the first time by subscribing to MapMyAccess. The users can now access the subscribed e-resources from outside the campus, except CMIE databases. Further, in March 2025, Web-based Online Catalogue (WebOPAC) Link was made available on the library website so that others can access/search the library catalogue from anywhere.

Available Collections

Books: With the addition of 330 books to the library, the general collection stands at 70934.

E-Books: To develop a digital repository, the library has subscribed to the EBSCO E-Book Collection where more than 25500+ books are available in digital format.

Bound Volumes: 124 new bound volumes have been added and the total number of bound volumes stands at 15,920.

Periodicals: 77 (Including magazines and journals)

Newspapers: 14



Audio-visual Materials: The library's audio-visual collection has reached 3010 items which include video cassettes, audio-tapes, CD-ROMs, DVDs, VCDs, diskettes/floppies, films (16 mm) and slide sets.

E-Resources: The library has subscribed to the following databases in 2025:

1. Ace Equity
2. CMIE Economic Outlook (IP) database
3. CMIE Industry Outlook
4. CMIE Prowess IQ - In 2024-25, CMIE Prowess IQ has been replaced by a more user-friendly CMIE web-based product which now covers over 100,000 companies—a big increase from the earlier coverage of around 55,000.
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 Complete
17. Project Syndicate
18. Scopus - The NIBM library now has a Scopus subscription that covers 330 disciplines to ensure researchers, instructors, librarians and students do not miss out on the vital information needed to advance their research and scholarship.

Services

The library offers a variety of services to the institute's stakeholders such as email alerts (daily news, new arrivals, resource alerts, etc.), referencing and bibliography-related services,



training for online databases, Selective Dissemination of Information (SDI) service, interlibrary loans, circulation of documents and digital news clippings, binding of journals and other materials, and indexing for NIBM's in-house journal *Prajnan*, among others. The library has a subscription to the plagiarism detection software called iThenticate, and this year the library also subscribed to iThenticate's AI Detection add-on. The library also boasts of facilities such as multimedia machines, reading room, Online Catalogue (OPAC/WebOPAC), and photocopying printing, and scanning facilities.

Membership to Other Libraries/Institutions

NIBM Library has a membership to MCCIA (Maharatta Chamber of Commerce Industries & Agriculture) Library, Pune. NIBM is also member of ICC (International Chamber of Commerce) India, New Delhi. For the first time, the library has also taken an annual institutional membership of DELNET (Developing Library Network), New Delhi, which was established with the prime objective of promoting resource sharing among libraries through the development of a network of libraries.



Computer Services Centre (CSC)

The Computer Services Centre at NIBM continued providing robust IT services to support research, training, and consultancy. The centre maintains two advanced labs and a specialised lab (NIBM-CCIL Lab) for simulated trading with Intel i7 desktops, projectors, and audio systems for hands-on training, with high-speed internet enabling efficient simulation and finance lab activities. The NIBM network has been upgraded with the latest technology equipment for better security and speed, which ensures 24x7 connectivity in hostels, classrooms, and residential areas. The network infrastructure has been enhanced with fiber optics and two high-speed internet lines (200 Mbps and 100 Mbps) for reliable performance. The centre hosts diverse branded servers supporting Windows, Linux, and ERP systems, connecting over 250 nodes across campus. This year, NIBM has entered into a second phase of integrating applications in its ERP system, advancing towards a paperless office, catering to the needs of all stakeholders.

For training, the Finance Lab and PGDM Lab feature SPSS, EViews, STATA, R Studio, @Risk and more, accessible through NIBM servers. The new NIBM-CCIL Lab for simulated trading is also fully equipped with NIBM's in-house simulation software and the CCIL FX Clear platform. Cisco WebEx and room kits enable hybrid online classes, while subscriptions to databases like as CMIE, Ace Equity, Eikon Thomson Reuters, EBSCO, ProQuest,

etc. offer essential resources. The Chairman's room has been equipped with an interactive display for efficient meetings, along with wireless media sharing for seamless multi-device displays.

Medicare Facilities

The Institute provides healthcare services through two clinics located in the campus, each working at different hours to cater to students, employees, and residents as well as the participants of NIBM's various executive training programmes. The medical team comprises the Resident Medical Officer (Dr. Mini Chitkara), who resides within the institute premises, and a part-time consultant, Dr. Swatika Kumari. The clinic is equipped with basic and emergency medicines along with glucometers, pulse oximeters, nebulisers, ECG machines, manual and digital blood pressure measuring apparatus as well as oxygen cylinders and oxygen concentrators. NIBM is empanelled with all the leading tertiary care hospitals in the city thus ensuring comprehensive healthcare support for all its employees.

New Constructions and Civil Renovations

The Institute had signed an MoU with Central Public Works Department (CPWD) for the construction of a new Academic Block, EDP Hostel and Cafeteria in 2023-24. Accordingly, in 2024-25, construction of the Academic Block and EDP Hostel has begun after obtaining necessary approvals from various government authorities.

A renovated gymnasium was inaugurated on Yoga Day, June 21, 2024 and a newly-built tea lounge for faculty and staff was officially opened on the occasion of Independence Day on August 15, 2024.

The Institute has also set up the NIBM-CCIL Lab with a seating capacity of 30 participants. The lab was inaugurated in the presence of Shri Hare Krishna Jena, MD, CCIL and Shri P. Vasudevan, Executive Director, Reserve Bank of India on February 21, 2025.

Certifications and Recognitions

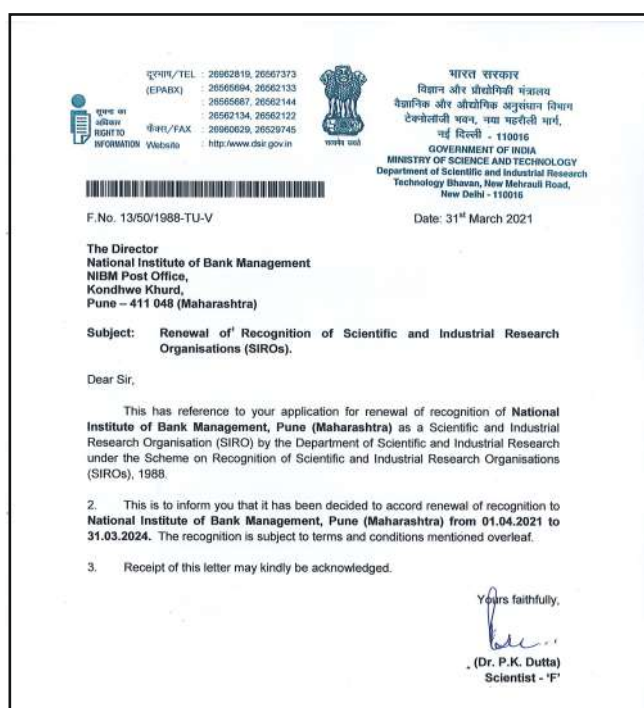


ISO Certification

NIBM has been ISO 9001:2015 certified for its training activity since 2015. The process of re-certification is taken up for each term of three years by DNV Business Assurance India Private Limited. The last re-certification audit was conducted on January 30-31, 2025 and the compliance report has been closed. The existing ISO 9001:2015 certification is valid till February 21, 2026.

SIRO Certification

National Institute of Bank Management, Pune has been recognised as a Scientific and Industrial Research Organisation (SIRO) by the Department of Scientific and Industrial Research under the Scheme on Recognition of SIROs, 1988.



List of Executive Education Programmes Conducted during the Year

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
I. INTERNATIONAL PROGRAMMES (ITEC)					
001.	ITEC-International Programme on Asset-Liability Management in Banks and Financial Institutions	17	January 20-31, 2025	Middle & Senior Management	Prof. Sanjay Basu
002.	ITEC - International Programme on Inclusive Banking and Finance	29	March 10-14, 2025	Middle & Senior Management	Dr. Naveen Kumar K
II. COLLABORATIVE PROGRAMMES					
003.	Advanced Management Programme for Senior Bankers - Module-I: NIBM, Pune, India; Module-II: Kent Business School, Canterbury, England, UK	22	July 16-19, 2024	Middle, Senior & Top Management	Dr. Partha Ray & Dr. Kaushik Mukerjee
004.	Programme on Digitalization in Rural Banks and Cooperatives in collaboration with CICTAB	29	September 24-27, 2024	Middle Management	Dr. Naveen Kumar K
005.	International Conference on Finance for Development jointly organized by Institute of Development Studies, Jaipur and NIBM Pune, Supported by AU Small Finance Bank, (Venue: IDS Jaipur)	17	March 21-22, 2025	Academicians	Dr. Gargi Sanati Dr. Naveen Kumar K
III. CONFERENCES/SEMINARS					
006.	West Zone Financial Inclusion Conclave Promoting Innovations and Technology in Microfinance Organized by Sa-Dhan in Association with NIBM	58	September 04, 2024	All Levels	Dr. Naveen Kumar K
007.	NIBM-CMT Seminar on Global Macroeconomic Development and Financial Markets (Venue: Mumbai)	33	December 04, 2024	All Levels	Dr. Smita Roy Trivedi
008.	Fintech Summit 2025 - Fintech Edge where Innovation meets Inclusivity	72	February 21, 2025	All Levels	Dr. Deepankar Roy & Dr. Alka Vaidya
IV. FINANCE					
009.	Campus Workshop on Bond Trading and Portfolio Management	35	May 27-31, 2024	Senior & Middle Management	Dr. Kedar nath Mukherjee
010.	Campus Programme on Risk Appetite and Risk Adjusted Performance Measurement (RAPM)	8	June 04-07, 2024	Senior & Middle Management	Dr. Tasneem Chherawala & Prof. Sanjay Basu
011.	Campus Programme on Fundamentals of Credit Analysis	28	June 11-14, 2024	Middle Management	Dr. Elizabeth James & Dr. Richa Verma Bajaj
012.	Campus Programme on Cash Flow Based Lending	18	June 19-21, 2024	Senior & Middle Management	Dr. M Manickaraj

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
013.	Campus Training Programme on Risk Management under Basel Regime (for First Time Risk Managers)	30	June 24-28, 2024	Senior & Middle Management	Dr. Kedar nath Mukherjee & Dr. Tasneem Chherawala
014.	Campus Programme on Climate Risk Management: Implications for Credit and Investment Portfolios	12	July 09-12, 2024	Senior & Middle Management	Prof. Sanjay Basu & Dr. Tasneem Chherawala
015.	Campus Program on Compliance for Banks	17	July 10-12, 2024	Senior & Middle Management	Dr. Dipali Krishnakumar & Prof. Rajesh Ramakrishnan
016.	Campus/Online Programme on Effective Credit Monitoring of Corporate and Retail Advances	10	July 29-31, 2024	Middle Management	Prof. Sanjay Kanchi & Dr. Elizabeth James
017.	Campus Programme on Demystifying Statistical Techniques for Risk Management	27	July 29-August 02, 2024	Senior & Middle Management	Dr. Arindam Bandyopadhyay & Prof. Sanjay Basu
018.	Campus Programme on Lending to Large and Mid Corporate	32	August 05-09, 2024	Senior & Middle Management	Dr. Richa Verma Bajaj & Dr. M Manickaraj
019.	Campus Programme on MSME: Cash Flow based Lending and Debt Restructuring	18	August 19-21, 2024	Middle Management	Dr. Elizabeth James & Prof. Sanjay Kanchi
020.	Certification Programme on Integrated Treasury Management with Bourse Game for Newly Inducted Officers	41	August 21-30, 2024	Newly inducted Treasury Officers	Dr. Kedar nath Mukherjee
021.	Campus/Online Programme on Effective Resolution of Stressed Assets for Increasing Profitability	27	August 26-28, 2024	Senior & Middle Management	Prof. Sanjay Kanchi & Prof. Purushottam S Bedekar
022.	Sensitisation Programme on Fraud Management	27	August 28-30, 2024	Senior & Middle Management	Dr. Richa Verma Bajaj & Dr. Dipali Krishnakumar
023.	Campus Programme on Branch Management 360 Degree	16	September 02-04, 2024	Senior & Middle Management	Prof. Purushottam S Bedekar & Prof. Sanjay Kanchi
024.	Certification Programme on Integrated Treasury Management with Bourse Game for Newly Inducted Officers	30	September 04-13, 2024	Newly inducted Treasury Officers	Dr. Kedar nath Mukherjee
025.	Campus Programme on Internal Credit Risk Modelling for ECL Provisions & Capital Estimation under Basel-III & IFRS9	25	September 09-13, 2024	Senior & Middle Management	Dr. Arindam Bandyopadhyay & Dr. Tasneem Chherawala
026.	Campus Workshop on Supply Chain Finance	16	September 11-13, 2024	Senior & Middle Management	Dr. M Manickaraj & Prof. Rajesh Ramakrishnan
027.	Certification Programme on Risk Based Internal Audit for Auditors	40	September 17-20, 2024	Senior & Middle Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
028.	Campus Workshop on Financing Startups	8	October 07-08, 2024	Senior & Middle Management	Dr. M Manickaraj & Dr. Naveen Kumar K
029.	Campus Programme on Working Capital Appraisal and Monitoring	42	October 21-23, 2024	Senior & Middle Management	Dr. Elizabeth James & Prof. Sanjay Kanchi
030.	Campus Comprehensive Certificate Programme on Retail Credit Management	23	October 22-25, 2024	Senior & Middle Management	Dr. Elizabeth James & Prof. Aditi N Kakade

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
031.	Live Online Programme on ESG-led Opportunities for Banks	12	November 14, 2024	Senior & Middle Management	Dr. M Manickaraj & Dr. Kaushik Mukerjee
032.	Campus/Live Online Programme on Early Warning Signals: Retail and Corporate Loans	24	November 25-27, 2024	Senior & Middle Management	Dr. Elizabeth James & Prof. Sanjay Kanchi
033.	Training Programme on Managing Non-SLR Investments	13	November 25-30, 2024	Senior & Middle Management	Dr. Kedar nath Mukherjee
034.	Campus Workshop on Validation Techniques for Risk Models	23	November 26-29, 2024	Senior & Middle Management	Dr. Tasneem Chherawala & Dr. Arindam Bandyopadhyay
035.	Live Online Training Programme on Digital Lending in Retail Business	24	December 02-04, 2024	Senior & Middle Management	Dr. Elizabeth James & Dr. Deepankar Roy
036.	Campus Programme on Forensic Financial Analysis for Bankers and Analysts	14	December 04-06, 2024	Senior & Middle Management	Dr. Dipali Krishnakumar
037.	Campus Programme on Financial Statements Analysis for Lending Decisions	15	December 09-11, 2024	Senior & Middle Management	Dr. M Manickaraj
038.	Campus Programme on Integrated Risk Management under Final Basel III Framework	15	December 16-20, 2024	Senior & Middle Management	Dr. Arindam Bandyopadhyay & Dr. Tasneem Chherawala
039.	Campus Programme on Operational Risk Management	25	January 08-10, 2025	Senior & Middle Management	Dr. Richa Verma Bajaj
040.	Campus Programme on Attaining Improved Profitability Through Better NPA Management	10	January 20-22, 2025	Senior & Middle Management	Prof. Purushottam S Bedekar & Prof. Sanjay Kanchi
041.	Campus/Online Programme on Effective Credit Monitoring and Identification of Early Warning Signals of Loans and Advances	10	January 28-30, 2025	Senior & Middle Management	Prof. Sanjay Kanchi & Dr. Elizabeth James
042.	Certification Programme on Risk-Based Internal Audit	20	February 10-13, 2025	Senior & Middle Management	Dr. Dipali Krishnakumar & Dr. Richa Verma Bajaj
043.	Campus Training Programme on Bond Portfolio Management with Trading Game	23	February 10-15, 2025	Senior & Middle Management	Dr. Kedar nath Mukherjee
044.	Campus Programme on Managing Risks under Basel-3 Pillar-2 (ICAAP)	13	February 17-21, 2025	Senior & Middle Management	Dr. Arindam Bandyopadhyay & Prof. Sanjay Basu
045.	Campus Programme on Post-Disbursement Monitoring and Recoveries from Loans in Construction, Infrastructure and Real Estate Sectors	20	March 04-08, 2025	Senior & Middle Management	Dr. Srividhya Sridharan & Dr. Tasneem Chherawala
046.	Campus/Online Programme on Effective Resolution of Stressed Assets for increasing Profitability	10	March 10-12, 2025	Senior & Middle Management	Prof. Purushottam S Bedekar & Prof. Sanjay Kanchi
V. HUMAN RESOURCE MANAGEMENT					
047.	Campus Programme on Converging Learning with Business – New Challenges for Bank Trainers	12	April 24-26, 2024	Senior & Middle Management	Prof. B Ashok & Dr. Shomi Srivastava
048.	Campus Programme on Investigation for Investigating Officers: The Need for Good Investigation Report	46	June 05-07, 2024	Senior & Middle Management	Dr. Shomi Srivastava

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
049.	Campus Programme on Improving Employee Productivity – A Talent Management Approach for Banks	7	July 03-05, 2024	Senior & Middle Management	Prof. B Ashok & Dr. Shomi Srivastava
050.	Campus Programme on Designing Assessment Centre Methodology- Tool to Prepare Individual Development Plans (IDPs) of Executives	18	August 12-14, 2024	Senior & Middle Management	Dr. Shomi Srivastava
051.	Campus Programme on Human Resource Management in Banks and Fis	20	October 21-24, 2024	Senior & Middle Management	Dr. Shomi Srivastava
052.	Campus Programme on Leadership Development for Bank Executives - Accelerating the Careers of High-Potential Leaders	26	November 18-21, 2024	Senior & Middle Management	Dr. Shomi Srivastava
053.	Campus Programme on Effective Leadership Styles in Disruptive Business Environment	12	January 16-18, 2025	Senior & Middle Management	Dr. Asha Binu Raj & Dr. Mahasweta Das Saha
054.	Strategic Leadership Programme for Women Executives in Banks	20	February 03-06, 2025	Women Managers	Dr. Asha Binu Raj & Dr. Mahasweta Das Saha
055.	HR Conference on People Preparedness in Times of Disruption in Banking and Finance	20	February 14, 2025	Senior & Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
VI. INFORMATION TECHNOLOGY					
056.	Live Online Programme in Information Systems Audit	23	May 15-17, 2024	Senior & Middle Management	Dr. Deepankar Roy & Dr. Alka Vaidya
057.	Live Online Programme in Blockchain and Distributed Ledger Technology in Banking	9	July 08-10, 2024	Senior & Middle Management	Dr. Deepankar Roy & Dr. Alka Vaidya
058.	Live Online Programme in Artificial Intelligence and Machine Learning for Banking Business	24	September 23-25, 2024	Senior & Middle Management	Dr. Alka Vaidya & Dr. Deepankar Roy
059.	Live Online Certification Programme in IT and Cyber Security for Senior Management	26	October 24-25, 2024	Senior & Middle Management	Dr. Alka Vaidya & Dr. Deepankar Roy
060.	Live Online Programme on Frauds in Digital Environment: Detection and Countermeasures	24	November 18-20, 2024	Senior & Middle Management	Dr. Deepankar Roy & Dr. Alka Vaidya
061.	Live Online Certification Programme in IT and Cyber Security for Senior Management	61	January 23-24, 2025	Senior & Middle Management	Dr. Alka Vaidya & Dr. Deepankar Roy
062.	Live Online Certification Programme in IT and Cyber Security for Senior Management	51	February 24-25, 2025	Senior & Middle Management	Dr. Alka Vaidya & Dr. Deepankar Roy
063.	Campus Programme on Bankathon: Hackathon Excellence in Banking Digital Innovation	9	March 03-05, 2025	Senior & Middle Management	Dr. Pramod C Mane & Dr. Deepankar Roy

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
VII. MONEY, INTERNATIONAL BANKING AND FINANCE					
064.	Certification Programme on AML, KYC, Frauds and Trade-Based Money Laundering in International Banking	17	April 23-25, 2024	Senior & Middle Management	Prof. Rajesh Ramakrishnan & Dr. Smita Roy Trivedi
065.	Campus/Live Online Workshop on FEMA Regulations and Compliance for Overseas Direct Investment (ODI)	13	May 06-08, 2024	Senior & Middle Management	Dr. G Nagaraju
066.	Campus/Live Online Workshop on Export/Import Payments and Non-Trade Remittances (Focus: FEMA Regulations and RBI Guidelines)	9	June 03-05, 2024	Senior & Middle Management	Dr. G Nagaraju
067.	Campus/Live Online Workshop on Monetary Policy and Liquidity Management: Signals for Treasury and Market Risk	19	June 13-14, 2024	Senior & Middle Management	Dr. Jiji T Mathew & Dr. G Nagaraju
068.	Campus Programme on Trade Finance Sales	17	June 20-21, 2024	Senior & Middle Management	Prof. Rajesh Ramakrishnan
069.	Campus/Live Online Workshop on External Commercial Borrowings and Trade Credits (Focus: FEMA Regulations)	9	June 24-25, 2024	Senior & Middle Management	Dr. G Nagaraju
070.	Campus/Live Online Programme on International Banking and Foreign Exchange	8	July 15-19, 2024	Senior & Middle Management	Dr. Jiji T Mathew & Dr. G Nagaraju
071.	Campus/Live Online Certification Programme in AML, KYC, Frauds and Trade Based Money Laundering in International Banking	8	July 18-20, 2024	Senior & Middle Management	Dr. Smita Roy Trivedi
072.	Campus Programme on Forex Dealing with Bourse Game (5 Days of Bourse Game using NIBM's Simulated Market Platform, CCIL's FX-Clear and NDS-OM)	29	July 24-August 02 2024	Senior & Middle Management	Dr. Gargi Sanati & Dr. Jiji T Mathew
073.	Campus Programme in Financial Analysis, Technical Analysis, Backtesting and Algorithmic Trading using Python	10	August 06-09, 2024	Senior & Middle Management	Dr. Smita Roy Trivedi
074.	Campus/Live Online Programme on Letter of Credit and Bank Guarantee Business of Banks	22	August 22-23, 2024	Senior & Middle Management	Prof. Rajesh Ramakrishnan
075.	Programme on Business Research for Banks and FIs	12	August 26-29, 2024	Senior & Middle Management	Dr. Gargi Sanati & Dr. Alka Vaidya
076.	Campus Programme on Trade Finance Products and Operations	18	October 16-18, 2024	Senior & Middle Management	Prof. Rajesh Ramakrishnan
077.	Campus/Online Workshop on Analysis of Monetary and Fiscal Policies for Treasury and Market Risk	10	October 17-18, 2024	Senior & Middle Management	Dr. Jiji T Mathew & Dr. G Nagaraju
078.	Campus Programme on Forex Market, Exchange Rate arithmetic and Forex Risk Management Facilities for Trade Finance Officers	12	October 28-30, 2024	Senior & Middle Management	Dr. G Nagaraju G & Dr. Jiji T Mathew

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
079.	Certificate Programme in Forex Dealing with Bourse Game (5 Days Bourse Game with NIBM Platform for Market Simulation, CCIL – FX Clear and NDS-OM)	16	November 27-December 06, 2024	Senior & Middle Management	Dr. Gargi Sanati & Dr. Jiji T Mathew
080.	Campus/Live Online Workshop on Monetary Policy and Liquidity Management: Signals for Treasury and Market Risk	12	December 12-13, 2024	Senior & Middle Management	Dr. Jiji T Mathew & Dr. G Nagaraju
081.	Certification Programme in AML, KYC, Frauds, and Trade-Based Money Laundering in International Banking	11	December 12-14, 2024	Senior & Middle Management	Dr. Smita Roy Trivedi
082.	Campus Programme on FEMA Regulations and Compliance for NRI and Other Forex Retail Business	13	February 10-12, 2025	Senior & Middle Management	Dr. G Nagaraju & Dr. Jiji T Mathew
083.	Campus/Live Online Workshop on Analysis of Monetary and Fiscal Policies for Treasury and Market Risk (Focus: Monetary Policy and Union Budget)	8	February 13-14, 2025	Senior & Middle Management	Dr. Jiji T Mathew & Dr. G Nagaraju
084.	Certificate Programme in Forex and Rupee Dealing with 5 Days Bourse Game (Integrated Treasury)	10	February 19-28, 2025	Senior & Middle Management	Dr. Gargi Sanati & Dr. Jiji T Mathew
085.	Campus Training Programme on Trade and Forex Compliances: Focus FEMA, KYC, AML and TBML	15	March 06-07, 2025	Senior & Middle Management	Prof. Rajesh Ramakrishnan
VIII. RURAL FINANCE AND DEVELOPMENT					
086.	On Location Programme on Improving Business Growth in Bank Branches (Focus: Financing MSMEs, Agri-Business and Agri-Value Chain) (Location: Hyderabad) (Non-Residential)	20	May 27-29, 2024	Senior & Middle Management	Dr. Naveen Kumar K & Dr. M Manickaraj
087.	Campus Programme on Financing Renewable Energy and Agri Infrastructure Projects	14	June 10-12, 2024	Senior & Middle Management	Dr. Naveen Kumar K
088.	Campus Workshop on BC Business Management for Profitable Financial Inclusion	15	July 10-12, 2024	Senior & Middle Management	Dr. Naveen Kumar K
089.	On Location Programme on Improving Business Growth in Bank Branches (Focus: Financing MSMEs, Agri-Business and Agri-Value Chain) (Venue: Bhopal)	12	August 21-23, 2024	Senior & Middle Management	Dr. Naveen Kumar K & Dr. M Manickaraj
090.	Campus Programme on Legal Aspects of Credit Management (Focus: Legal & Regulatory Aspects in Documentation, Credit Management and Recovery)	16	October 16-18, 2024	Senior & Middle Management	Dr. Naveen Kumar K & Prof. Sanjay Kanchi

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
091.	Campus Programme on Lending and Recovery Strategies for Sustainable Businesses	13	November 11-13, 2024	Senior & Middle Management	Dr. Naveen Kumar K
092.	On Location Programme on Improving Business Growth in Bank Branches (Focus: Financing MSMEs, Agri-Business and Agri-Value Chain) (Venue: Chennai (Non-Residential))	50	January 06-08, 2025	Senior & Middle Management	Dr. Naveen Kumar K & Dr. M Manickaraj
093.	Campus Programme on FinTech, Digital Financial Service and Financial Inclusion	13	February 17-19, 2025	Senior & Middle Management	Dr. Naveen Kumar K & Dr. Deepankar Roy
IX. STRATEGIC PLANNING, MARKETING AND CONTROL					
094.	Campus/Live Online Faculty Development Programme for Bank Staff Training College Faculty (Focus: Credit Analysis)	12	April 02- 05, 2024	Senior & Middle Management	Dr. Kaushik Mukerjee & Dr. Dipali Krishnakumar
095.	Live Online Programme on Strategic Digital Marketing in Banking and Financial Services (Focus: Social Media and Analytics)	15	June 11-14, 2024	Senior & Middle Management	Dr. Sarita Bhatnagar & Dr. Deepankar Roy
096.	Campus Programme on Marketing for Branch Managers (Focus: Retail and MSME)	21	July 08-11, 2024	Senior & Middle Management	Dr. Sarita Bhatnagar
097.	Campus Programme on Customer Relationship Management in a Digital Era	24	August 05-08, 2024	Senior & Middle Management	Dr. Sarita Bhatnagar
098.	Campus Programme on Marketing Strategies for MSME Business	18	October 14-17, 2024	Senior & Middle Management	Dr. Sarita Bhatnagar
099.	Campus Programme on Enhancing Branch Profitability	13	November 19-22, 2024	Senior & Middle Management	Prof. Aditi N Kakade & Prof. Anjan Roy
100.	Campus Programme on Enhancing Branch Profitability	21	December 16-19, 2024	Senior & Middle Management	Prof. Aditi N Kakade & Prof. Anjan Roy
101.	Campus Programme on Building Operational Resilience and Mitigating Digital System and Technology Failures	10	January 15-17, 2025	Senior & Middle Management	Prof. Anjan Roy & Dr. Mahasweta Das Saha
102.	Campus/Live Online Programme on Governance, Risk and Compliance in Banks and Financial Institutions	18	January 21-24, 2025	Senior & Middle Management	Dr. Kaushik Mukerjee & Dr. Dipali Krishnakumar
103.	Campus Programme on Enhancing Collections and Recoveries in Micro Lending Business of Banks and NBFCs	10	February 03-05, 2025	Senior & Middle Management	Prof. Anjan Roy & Dr. Naveen Kumar K
104.	Campus/Live Online Programme on Digital Transformation and Artificial Intelligence Applications in Banking	21	February 11-14, 2025	Senior & Middle Management	Dr. Kaushik Mukerjee & Dr. Deepankar Roy
X. INCOMPANY PROGRAMMES					
001.	Two Weeks Induction Training Programme for The National Bank for Financing Infrastructure and Development (NaBFID) - Batch - 1	24	April 22-May 04, 2024	Junior Management	Dr. Naveen Kumar K, Dr. Tasneem Chherawala, Prof. Sanjay Kanchi & Prof. Rajesh Ramakrishnan

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
002.	Residential Training Programme on Digital Banking, Blockchain/ AI/ML Approaches and Application in Banking for Senior Officers of NABARD	21	May 27-29, 2024	Middle & Senior Management	Dr. Alka Vaidya & Dr. Deepankar Roy
003.	Basel III Training Programme for Officials of National Housing Bank	19	May 27-31, 2024	Middle & Senior Management	Prof. Sanjay Basu & Dr. Richa Verma Bajaj
004.	Training Programme on Econometrics Analysis for Officers of NABARD	33	June 03-07, 2024	Junior Management	Dr. Gargi Sanati & Dr. Naveen Kumar K
005.	Customized Programme FEMA Regulations for NRI/OCIs and other Individuals' Business for Indian Overseas Bank	27	June 17-19, 2024	Middle & Senior Management	Dr. G Nagaraju
006.	Advanced Credit Management Programme for Bank of Bhutan Batch - 1	19	July 01-05 July 2024	Middle & Senior Management	Dr. M Manickaraj & Dr. Elizabeth James
007.	Programme in IT and Cyber Security for Board Members and Senior Management of NaBFID	14	July 05-06, 2024	Senior & Top Management	Dr. Alka Vaidya & Dr. Deepankar Roy
008.	Faculty Development Programme for Canara Bank (Venue: CIBM, Manipal Campus)	28	July 08-12, 2024	Middle & Senior Management	Dr. M Manickaraj & Dr. Naveen Kumar K
009.	Live Online Certification Training Programme in IT and Cyber Security for Senior Management of IDBI Bank	21	July 22-23, 2024	Senior Management	Dr. Alka Vaidya & Dr. Deepankar Roy
010.	Security and Risk Management Workshop for Security Officers and Fire Officers of Bank of Maharashtra	46	July 22-24, 2024	Middle & Senior Management	Dr. Shomi Srivastava
011.	Advanced Credit Management Programme for Bank of Bhutan Batch - 2	19	July 29-August 02, 2024	Middle & Senior Management	Dr. M Manickaraj & Dr. Elizabeth James
012.	Onlocation Programme on Marketing for Branch Managers of SVC Co-operative Bank Ltd (Focus: Retail and MSME)	23	August 02-03, 2024	Middle & Senior Management	Dr. Sarita Bhatnagar & Prof. Aditi N Kakade
013.	Risk Management Programme for the Newly Posted Officers of Canara Bank - Batch - 1	25	August 05-08, 2024	Junior Management	Dr. Tasneem Chherawala & Prof. Sanjay Basu
014.	Two Weeks Induction Training Programme for new Recruits of The National Bank for Financing Infrastructure and Development (NaBFID) - Batch - 2	22	August 19-31, 2024	Junior Management	Dr. Naveen Kumar K, Dr. Tasneem Chherawala, Prof. Sanjay Kanchi & Prof. Rajesh Ramakrishnan
015.	Risk Management Programme for the Newly Posted Officers of Canara Bank - Batch - 2	31	August 28-31, 2024	Junior Management	Dr. Arindam Bandyopadhyay & Prof. Sanjay Basu
016.	One Day Training Programme on Operational Risk Management for India Infrastructure Finance Company Limited (IIFCL) at Delhi	23	August 30, 2024	Middle & Senior Management	Dr. Richa Verma Bajaj

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
017.	Two Days Workshop for Team Members of Reserve Bank Innovation Hub (RBIH), at Bangalore	18	September 17-18, 2024	Middle & Senior Management	Dr. Deepankar Roy & Dr. Alka Vaidya
018.	Training Programme for the Newly Recruited Chartered Accountants of India EXIM Bank	26	September 30-October 04, 2024	Junior Management	Dr. Dipali Krishnakumar & Prof. Rajesh Ramakrishnan
019.	Training Programme on Project Finance and Trade Finance for Officers of Bank of Bhutan	30	September 30-October 04, 2024	Middle & Senior Management	Prof. Rajesh Ramakrishnan & Prof. Aditi N Kakade
020.	Customized Orientation Training Programme for Assistant Directors of Bangladesh Bank - Batch - 1	38	September 30-October 10, 2024	Middle Management	Dr. Gargi Sanati & Prof. Rajesh Ramakrishnan
021.	Programme on Sensitization on Fraud Management and Staff Accountability for Executives of Power Finance Corporation Ltd.	29	October 07-08, 2024	Middle & Senior Management	Dr. Dipali Krishnakumar & Dr. Shomi Srivastava
022.	Customized Orientation Training Programme for Assistant Directors of Bangladesh Bank - Batch - 2	35	October 21-31, 2024	Middle Management	Dr. Kaushik Mukerjee & Dr. G Nagaraju
023.	Customized Orientation Training Programme for Assistant Directors of Bangladesh Bank - Batch - 3	35	November 04-14, 2024	Middle Management	Dr. Jiji T Mathew & Prof. Rajesh Ramakrishnan
024.	On Campus Weekend Training Programme on Risk Management for Risk, ECL and Economic Research Teams of Bajaj Finance Limited Modules - 1 & 2	20	November 16-24, 2024	Middle & Senior Management	Dr. Arindam Bandyopadhyay & Dr. Tasneem Chherawala
025.	Live Online Certification Programme in IT and Cyber Security for Senior Management of Canara Bank	38	November 21-22, 2024	Senior Management	Dr. Alka Vaidya & Dr. Deepankar Roy
026.	Incompany Programme in Risk Management for the Officers of HDFC Bank	25	December 02-05, 2024	Middle & Senior Management	Prof. Sanjay Basu & Dr. Richa Verma Bajaj
027.	IT & Cyber Security Training for Board & Sr Management of NaBFID Batch - 2	12	December 20-21, 2024	Senior & Top Management	Dr. Alka Vaidya & Dr. Deepankar Roy
028.	Management Development Programme for Scale IV Executives of Canara Bank - Batch - 1	30	January 08-10, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
029.	Management Development Programme for Scale IV Executives of Canara Bank - Batch - 2	37	January 13-15, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
030.	Orientation Programme for Newly Recruited Officers of the Department of Financial Services at NIBM Campus	14	January 13-17, 2025	Junior Management	Dr. Smita Roy Trivedi & Dr. Debaditya Mohanti
031.	Management Development Programme for Scale IV Executives of Canara Bank - Batch - 3	32	January 20-22, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
032.	Management Development Programme for Scale IV Executives of Canara Bank - Batch - 4	44	January 27-29, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj

No.	Title	No. of Participants	Duration	Level of Participants	Programme Director(s)
033.	Security and Risk Management Workshop for Security Officers of Indian Overseas Bank at NIBM Campus	40	January 29-31, 2025	Middle Management	Dr. Shomi Srivastava
034.	Management Development Programme for Scale IV Officers of Canara Bank - Batch - 5	40	February 03-05, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
035.	Management Development Programme for Scale IV Officers of Canara Bank - Batch - 6	38	February 10-12, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
036.	Specialised Training Programme for Officers of Economics and Statistical Services Cadre of Directorate of Economics and Statistics, Jammu & Kashmir	18	February 17-21, 2025	Junior Management	Dr. Smita Roy Trivedi & Dr. Naveen Kumar K
037.	Management Development Programme for Scale IV Officers of Canara Bank - Batch - 7	34	February 24-26, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
038.	Management Development Programme for Scale IV Officers of Canara Bank - Batch - 8	40	February 24-26, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
039.	Incompany Programme in Risk Management for the Officers of HDFC Bank - Batch - 2	30	February 24-28, 2025	Middle & Senior Management	Dr. Richa Verma Bajaj & Dr. Arindam Bandyopadhyay
040.	Management Development Programme for Scale IV Officers of Canara Bank - Batch - 9	39	March 05-07, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
041.	Management Development Programme for Scale IV Officers of Canara Bank - Batch - 10	38	March 10-12, 2025	Middle Management	Dr. Shomi Srivastava & Dr. Asha Binu Raj
042.	Faculty Development Programme for UCO Bank	34	March 17-20, 2025	Middle & Senior Management	Dr. Kaushik Mukerjee & Prof. Anjan Roy
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Annexure II (a)

Organisation-wise Number of Participants

<i>Organisation</i>	<i>No. of Participants</i>	<i>Organisation</i>	<i>No. of Participants</i>
A. RESERVE BANK OF INDIA		12. IDBI Bank Ltd.	33
1. Reserve Bank of India	13	13. IDFC First Bank Ltd.	7
Sub-Total	13	14. India Post Payments Bank Ltd.	2
B. STATE BANK GROUP		15. IndusInd Bank Ltd.	2
1. SBI DFHI LIMITED	1	16. Jana Small Finance Bank Ltd.	1
2. State Bank of India	42	17. Karnataka Bank Ltd.	8
3. State Bank of India, LHO, Chennai	2	18. Kotak Mahindra Bank Ltd.	6
Sub-Total	45	19. RBL Bank Ltd.	3
B. PUBLIC SECTOR BANK		20. South Indian Bank Ltd.	2
1. Bank of Baroda	90	21. Suryoday Small Finance Bank Ltd	1
2. Bank of India	30	22. Tamilnad Mercantile Bank Ltd.	13
3. Bank of Maharashtra	59	23. The Federal Bank Ltd.	10
4. Canara Bank	805	24. The Jammu & Kashmir Bank Ltd.	4
5. Central Bank of India	23	25. The Karur Vysya Bank Ltd.	9
6. Indian Bank	44	26. The Nainital Bank Ltd.	1
7. Indian Overseas Bank	176	27. Ujjivan Small Finance Bank Ltd.	21
8. Punjab & Sind Bank	42	28. Utkarsh Small Finance Bank	1
9. Punjab National Bank	291	29. YES Bank Ltd.	1
10. Reserve Bank Innovation Hub	18	Sub-Total	362
11. UCO Bank	74	E. COOPERATIVE BANKS	
12. Union Bank of India	38	1. Bharat Co-op Bank (Mumbai) Ltd	1
Sub-Total	1690	2. Citizencredit Co-operative Bank Limited	1
D. PRIVATE SECTOR BANKS		3. GP Parsik Sahakari Bank Ltd.	3
1. Airtel Payments Bank Ltd.	3	4. Jamia Co-operative Bank Limited	1
2. Axis Bank Ltd	10	5. Saraswat Co-op Bank Ltd.	9
3. Bandhan Bank Ltd.	18	6. SUCO Souharda Sahakari Bank Ltd.	8
4. Capital Small Finance Bank Ltd.	1	7. SVC Co-op. Bank Ltd.	33
5. City Union Bank Ltd.	41	8. The Andhra Pradesh State Co-operative Bank Ltd.	5
6. CSB Bank Ltd.	2	9. The Kalupur Commercial Co-op Bank Ltd.	3
7. DCB Bank Ltd	20	10. The Zoroastrian Co-op. Bank Ltd.	1
8. Dhanlaxmi Bank Limited	13	Sub-Total	65
9. ESAF Small Finance Bank	9		
10. HDFC Bank Ltd.	88		
11. ICICI Bank Ltd.	32		

<i>Organisation</i>	<i>No. of Participants</i>	<i>Organisation</i>	<i>No. of Participants</i>
F. REGIONAL RURAL BANKS		4. Banco Central del Paraguay	1
1. Aryavart Bank	1	5. Bangladesh Bank	111
2. Karnataka Gramin Bank	7	6. Bank of Bhutan Ltd.	83
3. Karnataka Vikas Grameena Bank	1	7. Bank of Ceylon	132
4. Rajasthan Marudhara Gramin Bank	2	8. Bank of Ceylon, Maldives	4
5. Tripura Gramin Bank	1	9. Belgazprombank, Belarus	1
Sub-Total	12	10. BRAC Bank PLC	2
G. FINANCIAL INSTITUTIONS		11. Central Bank of Bangladesh	1
1. Can Fin Homes Limited	4	12. Central Bank of Myanmar	3
2. Export-Import Bank of India	29	13. City Bank PLC	2
3. IFCI Ltd.	1	14. CJSC Demir Kyrgyz International Bank	1
4. National Bank for Agriculture and Rural Development	80	15. Commercial Bank of Ceylon - PLC	5
5. PTC India Financial Services Limited	2	16. Commercial Bank of Ethiopia	1
6. Small Industries Development Bank of India (SIDBI)	22	17. Coris Bank International Mali	1
7. STCI Finance Limited	2	18. Country Microfinance Corporation, Kenya	1
Sub-Total	140	19. Development Bank of Ethiopia	1
H. FOREIGN BANKS (IN INDIA)		20. First National Bank of Eswatini	1
1. Bank of Ceylon (India)	1	21. Global IME Bank Ltd	10
2. Cooperatieve Rabobank U.A.	1	22. Laxmi Sunrise Bank	2
3. Credit Agricole CIB Services Pvt. Ltd.	4	23. Nabil Bank Ltd.	13
4. Credit Agricole Corporate & Investment Bank	1	24. National Development Bank PLC	1
5. DBS Bank India Ltd.	2	25. Nepal Bank Limited	31
6. Doha Bank QPSC, India	10	26. Open Joint Stock Company Bank Eskhata	1
7. First Abu Dhabi Bank PJSC	1	27. People's Bank	2
8. MUFG Bank Ltd.	1	28. Public Service Pensions Fund	3
9. Qatar National Bank (Q.P.S.C.)	2	29. Rastriya Banijya Bank Limited	1
10. SBM Bank (India) Limited	12	30. Reserve Bank of Malawi	1
11. Shinhan Bank	1	31. Sampath Bank PLC	3
12. State Bank of Mauritius Ltd	1	32. Sanima Bank	1
13. Sumitomo Mitsui Banking Corporation	7	33. Sanima Bank Ltd	5
Sub-Total	44	34. Seylan Bank PLC	2
I. FOREIGN BANKS (OUTSIDE INDIA)		35. Siddhartha Bank Ltd	4
1. Agricultural Development Bank Ltd., Nepal	1	36. Siddhartha Bank Nepal Limited	1
2. Akuapem Rural Bank LB	1	37. T Bank Ltd.	2
3. Awash Bank	1	Sub-Total	437

<i>Organisation</i>	<i>No. of Participants</i>	<i>Organisation</i>	<i>No. of Participants</i>
J. NON BANKING FINANCE COMPANIES			
1. Aarthsiddhi Foundation for Promoting Livelihood	2	33. Spandana Sphoorty Financial Limited	1
2. AGORA Microfinance India Limited	1	34. Svamaan Financial Services Pvt. Ltd.	1
3. Asirvad Microfinance Pvt. Ltd.	1	35. Svatantara Microfinance Pvt. Ltd.	1
4. Axis Finance Limited	1	36. The Oriental Insurance Co.Ltd.	1
5. Bajaj Finance Limited	23	37. TUVIS Foundation	1
6. BSS Microfinance Ltd.	1	Sub-Total	248
7. Chaitanya NGO	2	K. CENTRAL STATE GOVT BODIES	
8. Coverfox Pvt. Ltd.	1	1. Department of Financial Services	14
9. Equifax	1	2. Directorate of Economics and Statistics, J&K	18
10. Fingel Management Services Pvt. Ltd.	3	3. Kerala State Industrial Devp. Corpn	5
11. Fino Payments Bank Ltd.	2	Sub-Total	37
12. Hindustan Microfinance Pvt. Ltd.	1	L. OTHER ORGANISATIONS	
13. IDF Financial Services Pvt. Ltd.	2	<i>In India</i>	
14. IIAM Venue	1	1. Centre for International Cooperation and Training in Agricultural Banking (CICTAB)	2
15. India Infrastructure Finance Company Limited	45	2. Clearcorp Dealing Systems (India) Limited	8
16. Institute of Rural Credit and Entrepreneurship Development	1	3. The Clearing Corporation of India Ltd.	15
17. L & T Finance	1	4. Financial Benchmarks India Pvt. Ltd.	4
18. M Power Micro Finance Pvt. Ltd.	2	5. Legal Entity Identifier India Ltd.	3
19. M. Swasth	2	6. NABFINS Ltd.	4
20. NABKISAN Finance Ltd.	7	7. National Institute of Bank Management	1
21. NABSAMRUDDHI Finance Ltd.	1	8. National Insurance Academy	1
22. National Bank for Financing Infrastructure and Development	77	9. Peak2Tails (Consulting & solutioning)	1
23. National Housing Bank	19	10. REC Limited	4
24. National Institute of Securities Markets	3	11. RSDC Laghubitta Bittiya Sanstha Ltd.	1
25. Navachetana Microfinance India Limited	2	12. Sa-Dhan Association	1
26. NOCPL	1	13. SARNA INFOCOM PVT. LTD.	2
27. PNB Gilts Ltd.	3	14. STCI Primary Dealer Limited	3
28. Power Finance Corporation Ltd.	29	15. Sub-K Impact Solutions Limited	2
29. Sampada Entrepreneurship & Livelihoods Foundation	3	Sub-Total	52
30. Satin Creditcare Network Limited	2	<i>Outside India</i>	
31. Sharan Welfare Foundation	2	1. Awach Saving & Credit Cooperative Society Ltd.	1
32. SMFG India	1	2. Ministry of Planning and International Cooperation, Guinea	1
		3. Lao National Payment Network	1
		4. Ministry of Finance, Laos	1

<i>Organisation</i>	<i>No. of Participants</i>	<i>Organisation</i>	<i>No. of Participants</i>
5. Country Government of West Pokot, Kenya	1	14. Sri Lanka Institute of Biotechnology Pvt Ltd.	1
6. Ministry of Finance and Economic Affairs, Malawi	1	15. Khorog State University	2
7. Centre for International Cooperation and Training in Agricultural Banking (CICTAB)	7	16. Ministry of Home Affairs – Fire and Rescue Force, Tanzania	1
8. RSDC Laghubitta Bittiya Sanstha Ltd.	2	17. Tanzania Trade Development Authority	1
9. Nigeria Deposit Insurance Corporation	1	18. Gulistan State University	1
10. Nigeria Electricity Liability Management Ltd. Nelmco	1	19. Academy of Finance, Vietnam	2
11. Ministry of Finance and Planning, South Sudan	3	20. Local Government, Zambia	1
12. Nile Petroleum, South Sudan	1	21. Ministry of Fisheries and Livestock Hq, Department of Marketing, Zambia	1
13. Centre for International Cooperation and Training in Agricultural Banking (CICTAB)	20	22. Ministry of Energy and Power Development, Zimbabwe	2
		Sub-Total	53
		Individual Attendees (from India)	131

*Annexure II (b)***Country-wise Number of Participants**

<i>Country</i>	<i>No. of Participants</i>	<i>Country</i>	<i>No. of Participants</i>
1. Bangladesh	116	14. Myanmar	3
2. Belarus	1	15. Nepal	78
3. Bhutan	85	16. Nigeria	2
4. Ethiopia	4	17. Paraguay	1
5. Ghana	1	18. South Sudan	4
6. Guinea	1	19. Sri Lanka	166
7. Kenya	2	20. Tajikistan	3
8. Kingdom of Eswatini	1	21. Tanzania	2
9. Kyrgyzstan	1	22. Uzbekistan	1
10. Laos	2	23. Viet Nam	2
11. Malawi	2	24. Zambia	5
12. Maldives	4	25. Zimbabwe	2
13. Mali	1		
Total Number of Participants 490			

Conferences, Seminars and Programmes Attended by the Director & Faculty in 2024-25

1. Attended by the Director

- Jury Member for the National Finals of 'RBI Policy Challenge – 2023' held on May 30, 2024 at RBI, Mumbai.
- Panelist at the Annual Conference of Financial Stability Department, Reserve Bank of India, Makkandur, Madikeri, Karnataka.
- Attended Global Conference on 'Digital Public Infrastructure (DPI) and Emerging Technologies' scheduled on August 26 and 27, 2024 at Bengaluru, organised by RBI Fintech Department, as part of RBI@90.
- Attended IADI-APRC International Conference hosted by Deposit Insurance and Credit Guarantee Corporation (DICGC) at Jaipur.
- Delivered a talk at the Annual Conference of Inspection Department, Reserve Bank of India, Goa.
- Moderator for fireside chat on the 'State of Knowledge on Economy and Finance: Which Way Now?' held on October 4, 2024 at NIBM, Pune.
- Delivered the Welcome Address at the Multi Stakeholder Workshop: Digital Financial Inclusion for the Next 100 Million, Mumbai, organised by Merchant Payment Alliance of India and Google Pay.
- Panelist in Panel Discussions of High-Level Policy Conference of Central Banks from the Global South, organised by RBI, Mumbai, as part of RBI@90.
- Panelist in the Quiz Competition, Maharashtra State Round, organised by RBI Regional Office, Mumbai as part of RBI@90, at Navi Mumbai.
- Speaker in a session at the NIBM-CMT Joint Conference on Global Macroeconomic Development and Financial Markets, Mumbai.
- Delivered the NSE-IEA Lecture on 'Evolution of Banking in India' at the 107th Annual Conference of Indian Economic Association at Kurukshetra University, Kurukshetra.
- Presented a paper and was a discussant at the Conference on Economy and Society in Contemporary India, IIT Bombay.
- Guest of Honour in the Valedictory Session of CICTAB International Conference 2025 at CICTAB, Pune.
- Chaired a Technical session on 'Fintech and Indian Securities Markets', in the Fifth Annual International Research Conference on Securities Markets 2024-25 at NISM Patalganga.
- Delivered the Keynote Address at Conference on Development Macroeconomics at the Azim Premji University, Bengaluru.

2. Attended by Faculty Members

- An International Conference on “Finance for Development” was jointly organised by the Institute of Development Studies (IDS), Jaipur, and the National Institute of Bank Management (NIBM), Pune on March 21–22, 2025, at IDS Jaipur. Dr Gargi Sanati and Dr Naveen Kumar K were the Conference Coordinators from NIBM. Supported by AU Small Finance Bank, the two-day event brought together leading scholars, policymakers, and industry experts to discuss critical financial and economic issues.
- Dr Naveen Kumar presented the paper ‘Prospects and Challenges of Digital Invoice Financing for MSMEs in India: An Empirical Study’ at Conference on the Ecosystem of Vibrant MSMEs for Resilient Growth in Asia and the Pacific on 22 November 2024 in Manila, Asian Development Bank (ADB) headquarters. The conference was organised by the ADB, Asian Development Bank Institute (ADBI), and the University of Tokyo (Center for Research and Education in Program Evaluation) as part of the Launch Seminar of the Asia Small and Medium-Sized Enterprise Monitor (ASM) 2024 held on 20–22 November 2024.
- Prof. Anjan Roy presented a case study titled ‘Credit Growth Planning at HDFC Bank’ in IVEY Case Conference held at Indian Institute of Management, Nagpur on December 21, 2024.
- Dr Kedar Nath Mukherjee was invited as a keynote speaker for a Knowledge Sharing Session on ‘Fixed Income Markets’ and conducted a simulated ‘Bond Trading Session’ on September 30, 2024 for the Corporate Clients of DFCC Bank at Colombo, Sri Lanka.
- Dr Kedar Nath Mukherjee was invited as a keynote speaker for an Evening Session on ‘Interest Rate Dynamics in Sri Lanka’ held on October 03, 2024 for the Senior Executives of Bank of Ceylon, Colombo, Sri Lanka.
- Dr Richa Verma Bajaj attended FDP, Advanced Certificate Programme in Academic Research and Data Analysis, conducted by IIM Kozhikode, from August 23 to October 24, 2024.

Guest Speakers of NIBM Programmes

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Dr. Ashish Goel	Asst Prof, IIM-Sirmaur	Procurement Strategy for Infra Projects (Online)
○	Dr. Hema Yadav	Director, VAMNICOM-CICTAB	Valedictory Address
○	Dr. K Srinivasa Rao (gst.)	Former Director, NIBSCOM	Branch Business: Opportunities and Strategies
○	Dr. Kiran Ulhas Limaye	Assistant Professor, Gokhale Institute of Politics & Economics	Understanding and Handling Micro-Data: MoSPI Database [Hands-on with Exercise]
○	Dr. Maciej Rys.	Kozminski University, Poland	Invention Development The Hackathon Method
○	Dr. Maruti Tangirala	Additional Secretary, TRAI	Valedictory
○	Dr. Naipal Singh	Chief Manager, Punjab National Bank	21 st Century Scales Set
○	Dr. Neha Dharurkar	Principal, Infosys	Digital Payments Transformation
○	Dr. Pradeep Kamble	Assistant Professor, Gokhale Institute of Politics and Economics	Centre State Relationship and Resource Transfers, Basic of State Public Finance & Revenue Forecasting
○	Dr. Priyank Sinha	Assistant Professor, IIT Bombay	Panel Discussion: Inter/Intra Bank/IIT/Industry Collaboration
○	Dr. Rakesh Kumar Gupta	Strategic Advisor, MNC Sarveshwer Group of Companies	AML/KYC/ A/c Opening Frauds
○	Dr. Ramesh Suvvari	Former CGM, Canara Bank	Audit and Inspection, Managing Branch level Regulatory Compliances, Importance of Compliance & Compliance Culture in Banks, Compliance Failures and Compliance Testing, Role and Responsibility of Compliance Officers
○	Dr. Rupa Rege Nitsure	Former Group Chief Economist, L & T Finance	Evolution of Growth of NBFC, Sector Overview (Construction, Real Estate, Infrastructure & Projects)
○	Dr. Sagar Malsane	Associate Professor NICMAR University, Pune	Building Information Modeling (BIM) for Project Management (Online)
○	Dr. Saurabh Pathak	Senior Manager, Accenture	Big Data Analytics: AI Tools & Technologies

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Dr. Sukanya Biswas	Psychologist, Ruby Hall, Wanworie	Stress Management and Mindfulness
○	Dr. Yogesh Kumar Upadhyay	Director, Utkrutha Academy of Learning	Statutory Compliance: Legal Aspects of HR
○	Shri Aditya Krishnan	Digital Transformation Manager, Leading Consulting Firm	Social Media Marketing, Search Engine Optimization, Analytics and Digital Marketing
○	Shri Amol Padhye	Head of Group Risk, HDFC Bank	ALM Developments and Challenges: Practitioner Perspectives (Online)
○	Shri Balvir Kumar	Chief Manager/Faculty Member, Central Bank of India	Financing Cold Storage
○	Shri Bazil Shaikh	Ex-CGM, Reserve Bank of India	RBI: Regulatory Role and Functions, Reserve Bank of India Act, 1934
○	Shri Himanshu Gulliani	NaBFID	Managing Climate Risk by Bank and FIs: A Practitioner Perspective
○	Shri Krishna Kumar	DGM, Punjab National Bank	Managing Climate Risk by Bank and FIs: A Practitioner Perspective
○	Shri Lokenath Rudra	Associate Vice President (AVP), CCIL	Trading in NDS OM (Bourse 5_LAB)
○	Shri Madhav Yeshwant Dabke	Co-Founder, TechTalks	Interface with entrepreneurs
○	Shri Mandar Purushottam Mulye	Founder, TechTalks	Interface with entrepreneurs
○	Shri Maj. Pradhyuman Kumar Agnihotri	Senior Manager, Bank of Maharashtra	Man Management & Security Incidents- Case Studies & Group Discussion, Lessons Learnt, Central Monitoring Systems, E-Surveillance etc
○	Shri Ninad Nishikant Ransing	Asst Vice President, Axis Bank	OPI and provisions for other than Entities and RI
○	Shri Nitin Gupta	Head for Global Transaction Banking Business, Qatar National Bank	AML, KYC & TBML guidelines in the context of trade finance transactions: Practitioner's Perspective
○	Shri Parag Kulkarni	Founder, Unlock Future Fintech Pvt. Ltd.	Interface with an investor
○	Shri Pravin Kumar	Chief Manager, DM, Bank of Maharashtra	Disaster and Risk Management
○	Shri Rohit Kumar Dhangar	AGM, Reserve Bank of India	Risk-based Supervision: RBI
○	Shri Ruchit Ranpuria	Sr. Lead Product, NPCI	Digital Payments for Financial Inclusion
○	Shri Shoumik Roy	CGM - HRNaBFID	HR Policies of NaBFID
○	Shri Sumanta Kumar Panda	GM, SBI Bank	AI/ML Implementations in SBI: Experience Sharing
○	Shri Tejas Bhardwaj	Senior Manager, Canara Bank	Legal Aspects of Lending and Loan Documentation

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Tushar Shetty	ECO, Ideas to Impact	Deal Sourcing; Due Diligence; Negotiation; Deal Structuring
○	Shri Venkat Myneni	HDFC	AI-ML for Fraud Detection and Prevention
○	Smt. Saba Nisar Ali Shaikh	General Manager, Reserve Bank of India	Public debt Management Function (Live Online session)
○	Ms. Aishwarya Sundar	EY	Data Analytics in IS Audit
○	Ms. Akshaya Sakpal	Deputy Manager, CCIL Ltd.	Trading with FX Clear (LAB)
○	Ms. Anagha Desai	Deputy Manager II, CCIL	Trading with FX Clear (Bourse 4_LAB)
○	Ms. Babitha B P	IS Audit Head, ReBIT	IT Risk Management : Role of Business Heads
○	Ms. Capt. Bindu Sharma	Assistant General Manager-CSO, Bank of India	Disaster and Risk Management, Security Equipments and Security Measures at Currency Chest - RBI Guidelines, Fire Prevention and new technology related to FEs & Hydrant Systems, Electronic Security System: Lecture cum Demo, Fire Prevention and New Technology Related to FEs & Hydrant Systems
○	Ms. Deepika Ramnani	Senior Manager, IT Dept, Bank of India	Information Security with Physical Security Domain
○	Ms. Deepti Dole	Advocate, Advocate & CS	POSH
○	Ms. Kanchan Gupta	Assistant General Manager, Canara Bank	Monitoring and Management of Credit
○	Ms. Kavita Singh	GM, Bank of Baroda	An Enterphase an Interaction with an Executive
○	Ms. Kritika Kumar	Energy Advisor, GIZ India	Financing Opportunities in Decentralised Renewable Energy (DRE)
○	Ms. Kritika Kumar	Energy Advisor, GIZ India	Financing Opportunities in Decentralised Renewable Energy
○	Ms. Monika Kalia	DMD, NaBFID	Interaction with DMD, CFO, NaBFID
○	Ms. Olivia Mukhopadhyay	Director Product, LENDINGKART	Digital Lending, MSME
○	Ms. P Malini	Dy. General Manager, Canara Bank	Legal Aspects of Lending and Loan Documentation
○	Ms. Runa Sarkar	Professor, IIM Calcutta	Global Climate Change: Causes, Impacts and Policy Responses (Online)
○	Ms. Swarnarekha Patel	AVP, Whrrl Fintech	Loan against Warehouse Receipts
○	Ms. Sweta M Lokhande	Chief Manager, SBI learning Centre	AML and KYC regulations for Banks
○	Ms. Usha Janakiraman	CGM, Reserve Bank of India	Regulatory Structure of Indian Financial Sector

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Ms. Vijayeta Sharma	Chief Dealer & Chief Manager, State Bank of India	Currency Derivatives: Structuring, Valuations, and Applications
○	Shri A B Vijayakumar	Ex Executive Director, Bank of Maharashtra	Role of Leadership: Unlocking Team Potential and Creating High Performance
○	Shri A V Rama Rao	EVP (L&PF), The National Bank for Financing Infrastructure and Development (NaBFID)	Project and Infrastructure Finance - Appraisal (NaBFID)
○	Shri Abhijit Vijay Shah	Principal Technology Architect, Infosys Limited	Panel Discussion: Inter/Intra Bank/ IIT/Industry Collaboration
○	Shri Abhishek Agrawal	AGM, Reserve Bank of India	Regulatory Expectation under IFRS 9 & Basel 3 Framework
○	Shri Aditya Kumar Sengar	Chief General Manager, State Bank of India	Handling Fraud Complaints
○	Shri Akmanchi Arvind	AVP, Axis Bank Ltd	Form ECB and Customer Dealing
○	Shri Akshay Chinchalkar	Unknown, BLOOMBERG	Application of Python: Algorithmic Trading
○	Shri Allauddin Abdulkarim Shaikh	Project Manager, Bartronics India Ltd.	Agent Banking models: Leveraging Tech for FI
○	Shri Aman Kumar	In-charge, NPCI	Digital Payments for Financial Inclusion
○	Shri Amit Choudhary	Head Human Resources, Wipro Pari	Talent Management: Identification, Development & Deployment
○	Shri Amit Srivastava	Chief Vigilance Officer, Bank of Maharashtra	Vigilance Administration
○	Shri Amrit Kumar Dubey	Law officer, State Bank of India	Laws Relevant to Documentation
○	Shri Anand Prakash Jangid	Partner, Aja Labs	Data Analytics Tools for Fraud Detection (Online)
○	Shri Anand Subramaniam	Head, South Indian Bank	Important Issues in NR Retail Business Strategy
○	Shri Anil Kumar Sharma	CCIL	Trading with FX Clear (Bourse 4_LAB)
○	Shri Aniruddha Patwardhan	Head of Engineering, PhonePe Pvt. Ltd.	UPI & Financial Inclusion
○	Shri Anish V	Dy. Vice President, Federal Bank	Digital Lending Regulations
○	Shri Ankesh Jain	General Manager, State Bank of India	Questions and Answers
○	Shri Ankit Bhatnagar	CPTO, Vayana	Digitization in Lending to MSMEs
○	Shri Ankur Singh	Assistant General Manager, Reserve Bank of India	Industry/FinTech/Bank Participation
○	Shri Anup Kumar	Dy General Manager, State Bank of India	Venture Capital Funds and Private Equity: Analysis and Performance Evaluation

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Arihant Jain	ICICI	AI-ML for Risk Management
○	Shri Arun Heslin	VP (L&PF), NaBFID	Project and Infrastructure Finance - Appraisal
○	Shri Arun Ramakrishnan		Cyber Security Framework
○	Shri Arun Seethamraju	Head – Products & Digital Solutions, RBIH	Unified Lending Interface
○	Shri Arvind Vashistha	EVP, NaBFID	Industrial Analysis and Techno-Economic Parameters Adopted in Financing Wind Power and Solar Projects, Financing Wind Power and Solar Projects
○	Shri Ashish Anand	Founder and CEO, Bru Finance	Blockchain for Financial Inclusion and Agriculture
○	Shri Ashish Singhal	CEO, IBBIC (Indian Bank Blockchain Infrastructure Company)	Blockchain : A Consortium Approach
○	Shri Ashok Laxman Paranjape	Ex-Asst. General Manager, Bank of India	The Indian Contract Act, 1872
○	Shri Ashok Laxman Paranjape	Ex-Asst. General Manager, Bank of India	Companies Act, 2013
○	Shri Ashok Laxman Paranjape	Ex-Asst. General Manager, Bank of India	Negotiable Instruments Act, 1881, The Indian Contract Act, 1872, Companies Act, 2013; Banking Regulation Act & Bankers Book Evidence Act; Legal Aspects of Loan; Charge Creation & Registration of Charge & Law of Limitation Documentation
○	Shri Ashutosh Dubey	Senior Lead, NPCI	Blockchain Use Cases in Banking
○	Shri Ashutosh Sirothia	GM Retd - Ex CSO, Union Bank of India	Risk Management and Risk Assessment of Branches; Cash in Transit and Case Studies; Branch Security and Conduct of Branch Security Inspection; Security Breaches, Incident Report, Prevention Action
○	Shri Atanu Kumar Das	Director, IIRM-Hyderabad	Valedictory Address
○	Shri Aurindam Dhar	Manager, AI/ML Computational Science, Accenture	Contact Centre Analytics
○	Shri B S Venkatesha	The National Bank for Financing Infrastructure and Development (NaBFID)	Interaction with DMD, CRO of NaBFID
○	Shri B S Venkatesha	The National Bank for Financing Infrastructure and Development (NaBFID)	Interaction with DMD, CRO of NaBFID

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Balachandran M Wasaikar	DGM, Bank of India	Collecting Information and Recording of Statements of Witnesses and Interrogation Techniques; Genesis of Investigation i.e. Complaints - its nature and its verification; Writing an Investigation Report
○	Shri Bharan Kumar Guntupalli	Head of Risk, NaBFID	Operational Risk Management and OR Appetite
○	Shri Bhavesh Shah	Head Group Centre of Excellence Offsite Audit & Continuous Control Monitoring, Aditya Birla Capital	Audit of API and Cloud Based Banking Infrastructure
○	Shri Brijmohan Mishra	Sr. AVP, ITI Data	Pros & Cons of AI in Work Place; Capacity Building in Banks
○	Shri Capt. Jose Alex	AGM & Dy. Chief Security Officer, Union Bank of India	Currency chest Specifications, BIS/IS Standards and Procurement; Arms & Ammunition and Arms Act
○	Shri Capt. R K Kushwaha	Chief Manager (Security), Union Bank of India	Man Management of Security Guards and Insurance Cover, Statutory compliance during outsourcing, Selection/ Evaluation of Security Agencies, Labour Aspects of Security Agency Management (PF, ESIC, Minimum Wages, etc)
○	Shri Chandra Sekhar V	Lead Engineer, Samsung	Customer Analytics; Large Language Models for Business Data Analytics; Sentiment Analysis and Opinion Mining using NLP
○	Shri D Ravi	Coordinator, CICTAB	Training Techniques - Functioning and Role of CICTAB
○	Shri Deepak Rana	Assistant General Manager, RBI	Regulatory Perspectives on Basel III Implementation by AIFIs
○	Shri Devi Prasad Choudhury	Financial Controller, Carelon Global Solutions	Cryptocurrencies & Decentralized Finance
○	Shri Dinesh Kumar Purohit	CGM, SBI	Digital Financial Services
○	Shri Dineshkumar S Kotian	AGM, Canara Bank	Compliance in Digital Banking
○	Shri G Anandakrishnan	DGM, IDMD, RBI	RBI's Public debt Management Function (Live Online Session)

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri G V Subbarao	Deputy Vice President (Retired), HDFC Bank Ltd.	Process of Account Opening and KYC updating; Investments Permitted to NRI/OCIs (FDI, Immovable Property, PIS); OI - Compliance in the New Regulatory Regime; Advance Receipts and Related Issues Lending and Borrowing with respect to NRI/OCIs; Write-off, Set-off, Extension of Time; Export Payments - Factoring and Forfeiting; EDF/SOFTEX related Issues Mid-sea transshipment, Merchanting Trade Short shipment, etc Exemptions of EDF; Role of AD Banks in ECB Transactions; ECB Internal Compliance and Related Issues; Capital Remittance Facilities for NRIs/OCIs; Investment Provisions for NRI/OCI (FDI, Repatriation/non repatriation, immovable properties); Process of Account Opening and KYC updating
○	Shri Gautam Sinha	CEO, Loan Tap	Digital Lending; Digital Lending, Retail
○	Shri Girish Shrikrishana Khawase	Chief Manager & Faculty, State Bank of India (L&D)	Banking Regulation Act
○	Shri Gopal Naik	Central Bureau of Investigation	Criminal Investigation
○	Shri Gopal Singh Gusain	Former Executive Director, Union Bank of India	Overview of NPA Accounts and Frauds - RBI Directions
○	Shri Goutam Sanyal	Senior Adviser, E&Y and L&T Finance	Capital Planning, RAROC, and Risk-Based Pricing; Enterprise-wide Risk Management and Risk Appetite Setting for Banks and FIs; Structuring the ICAAP Report, Risk Appetite Statement & Capital Management; OI Definitions and Concepts
○	Shri Hari Babu Budarayavalasa	Senior Executive, Aditya Birla Mutual Fund	Mutual Fund Investments: Performance Evaluation, Investment Strategies, and Risk Management
○	Shri Harit Dhruv	Consultant - Technical Expert (Forex)Vakharia & Co.	Forex Bourse Game
○	Shri Harshad Joshi	Chief Operational Officer, COO, MITCON Consultancy and Engineering Services Ltd.	Implementation of ESG Projects
○	Shri Hitesh Kejriwal	Superintendent Engineer, CPWD	Challenges & Best Practices in Tracking and Monitoring of Projects
○	Shri Hrishikesh K Mishra	General Manager, Union Bank of India	Linking Learning with Business

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Isaac Jivraj Tudu	CEO, Tudu Financial Services	Understanding Application of URDG 758 Rules to Demand Guarantees through Caselets; Application of ISP 98, URR-725 through Caselets; Application of e-UCP
○	Shri Jayant Keskar	Dy. General Manager, IDBI Bank Ltd./Ex-NIBM Faculty	Lending and Borrowing with respect to NRI/OCIs; NR Accounts and Domestic FC Accounts; Outward Remittances under LRS; Guarantees as part of Financial Commitment; Permissible OI for Resident Individuals; OI Definitions and Concepts; Export Payments - Collection and Documentary Credits; FC Accounts for Exporters; Retail / Personal remittances - Inward remittances under LRS remittances; Manner of Export Receipts Nostro Cr/Vostro Db ACU Mechanism Third party payments Counter-Trade arrangements; Guarantees for Exports and Imports; Import Payments - Time limit, extension and other operating guidelines; Structured Obligations and Guarantees; TC Regulatory Provisions; AML, KYC, TBML and FATCA Issues; Financing of Exports of goods and services: Instruments and Procedures; NRI Accounts and RFC Accounts; FEMA Provisions on Imports, Financing of Imports: Trade Credits; Pre & Post Shipment Credit Finance : Monitoring Aspects; Financing MSME Exports; FEDAI Rules on Currency and Trade Transactions; Forward Mechanism, Utilization, Extension and Cancellation; Current Account Rules and LRS; NR Accounts and Domestic FC Accounts
○	Shri Jayjit Biswas	Head-IT Controls and BCM, Tata Motors	Vulnerability Management and Penetration Testing
○	Shri Jigar Tarunkumar Bhatt	CAJ T B & Associates	Recovery through Insolvency and Bankruptcy Code
○	Shri Jitendra Gupta	Chief Executive Officer, Jupiter	Neo Banking
○	Shri Jose J Kattoor	Executive Director, Reserve Bank of India	Inaugural Function
○	Shri Joshi	Principal, CIBM	Inauguration
○	Shri K M Salam	CISO, The National Bank for Financing Infrastructure and Development (NaBFID)	Information Security

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri K Rajesh Kumar	AGM, Bank of Maharashtra	Determination of vigilance and non vigilance angle
○	Shri Kailas P Zagade	AVP, CCIL Ltd.	Trading in NDS OM (Bourse 5_LAB)
○	Shri Kamal Narang	Director - Govt Affairs & Policy, Signzy	AI Use Case in Retail/Wholesale Customer Onboarding
○	Shri Kamlesh Nagware	CTO	Functioning of Blockchain Technology, Blockchain Platforms & Decision Making; Tokenization on Blockchain
○	Shri Kiron Achanta	Former Senior Vice President, Indusind Bank	Legal and Non - Legal modes of recovery including SARFAESI Act, Insolvency and Bankruptcy Code, Debt Resolution Tribunal, Restructuring and Sale to ARC
○	Shri Kiron Achanta	Former Senior Vice President, Indusind Bank	Legal and Non - Legal modes of recovery including SARFAESI Act, Insolvency and Bankruptcy Code, Debt Resolution Tribunal, Restructuring and Sale to ARC; Enforcement of Security: Legal- IBC and DR, Enforcement of Security: Non Legal Remedies Recovery through DRT, Compromise and Sale to ARC
○	Shri Kishor Pradhan	CEO, Global Trade	Financing Receivables and Payables - Structures; Vendor Finance; Dealer Finance; Factoring & Forfaiting; Bill Finance, Invoice Finance, SCF; Factoring , Forfaiting and Treds; Bank Guarantee and URGD Rules
○	Shri Kishore Padhy		Security Incidences- Case Studies & Group discussion, Lessons Learnt
○	Shri Krishnan Chari	Chief Risk Officer, Worldline Global	Climate Risk and ESG Rating Framework
○	Shri Kuntal De	Associate Professor, MIT ADT University, Pune	Performance Measurement Frameworks; Indicators and Measurements for Monitoring and Evaluation [Hands-on with Exercise]
○	Shri M K Rajesh	VP Legal, The National Bank for Financing Infrastructure and Development (NaBFID)	NaBFID Act and its Importance
○	Shri M V Subramaniam	Consultant - Technical Expert, Essar Group	Forex Bourse
○	Shri Manish Kumar Tripathi	Assistant Adviser, Reserve Bank of India	RBI Reporting System on ECB/TC
○	Shri Manoj S Pandey	Senior Manager, CCIL Ltd	Trading in NDS OM
○	Shri Manoj Yadav	Associate Vice President, COSMOS Bank	IT Risk in BC Business and Its Mitigation

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Milind M Gavasane	DGM, Bank of India	Financing Rural & Agri Infrastructure Projects
○	Shri Mohan M Phadke	President, International Consultants Inc	Transform the HR Department in to an Enabler for Business Heads to Achieve Corporate Goals
○	Shri Mohan Sharma	DGM, ICICI Bank Ltd.	Model Risk Governance and Validation Processes in Banks
○	Shri Mukesh Rajpurohit	General Manager, IDBI Bank	Risk Mitigants and Terms of Sanction; Risk Rating of the Projects.
○	Shri Mukund Vasant Jadhav	Sr. Manager, Piramal	Digital Tools for Customer Acquisition and Retention
○	Shri N D Kundu	Ex-Asst. General Manager, Bank of Baroda	Cyber Security Governance: Role of Business Heads in CS; IT Risk Management : Role of Business Heads; CBS and Delivery Channels Audit
○	Shri Naga Mohan Gollangi	IT & Cyber Security Advisor, Bank of India	Cyber Security Framework
○	Shri Naveen Jain	General Manager, Union Bank of India	Infrastructure & Logistic Sector
○	Shri Neelam Damodharan	Ex-ED, Bank of India	Role of Leadership: Unlocking Team Potential and Creating High Performance; Leadership Roles for Creating High Performance Culture; Unlocking Team Potential; Regulatory Changes and Challenges for Leaders in Banks
○	Shri Nirav Patel	AVP - Business Development, NCDEX	Indian Agri Market and Risk Management
○	Shri Nirav Shah	Senior Manager, CCIL	Trading with FX Clear
○	Shri Nishith Parashar	Head of Non Financial Risk, HDFC	Presentation on Non Financial Risk
○	Shri Nitin Rajkumar Sawant	CEO, OMS Fintech Account Aggregator Ltd.	Fintech Innovations and Financial Inclusion
○	Shri Omkar Shirhatti		Digital Lending: Frauds and Controls
○	Shri P C Panigrahi	Former General Manager, Union Bank of India	AML and FATF: Policy and Regulation; BC Channel: Viability and Sustainability
○	Shri P C Panigrahi	Former General Manager, Union Bank of India	BC Engagement and Management; BC Channel: Products and Social Security Schemes; Emerging Legal Issues in Credit, Recovery-acts, Rules & Regulations
○	Shri P Selvaraj	Former CGM, NABARD/BIRD	Appraisal of Agro/Food Processing Industries

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Padmanabha B	Asst. Professor, Sahyadri College of Engineering & Management	Communication Skills; Conducting GD and Role Play
○	Shri Pankaj Gupta	Chief Digital Officer, Karnataka Bank	Digital Transformation of Banks: Outcomes, Initiatives and Challenges
○	Shri Pankaj Ojha	AVP, TransUnion CIBIL	Understanding Credit Score Card and Report to Mitigate Risk
○	Shri Parthasarathi Patnaik	Chief Risk Officer, Vayana	Using AI for better Risk Management
○	Shri Pinaq Dudhwala	Head CART & Transaction Monitoring, ICICI Bank Ltd.	Fraud Risk Management
○	Shri Prabhat Ranjan	Retd. IPS, Security Advisor, Reserve Bank of India	Security Environment Prevailing in the Country and its Impact on Security in Banks
○	Shri Prakash Agarwal	Head - AIF, MAHAPREIT	Credit Appraisal of Debt Instruments and Role of External Ratings
○	Shri Pramod Dahitule	CSO, BOM	Legal aspects of Security & Right to Private Defense
○	Shri Pramod Narayan Patil	Deputy Manager, CCIL Ltd.	Trading in NDS OM
○	Shri Prasad Gajinkar	Assistant General Manager, Reserve Bank of India	Reserve Bank of India Act, 1934; RBI: Regulatory Role and Functions
○	Shri Prasanna Lohar	Founder, Mentor & Bank Advisor, Finnovation, +ve Impact	Blockchain & Lending - Applications in MSME Finance
○	Shri Prasanna Lohar	Founder, Mentor & Bank Advisor, Finnovation, +ve Impact	Tokenization of Digital Assets and new way for banking in future; Disruptive Technologies in Bank Marketing. Coverage Banking in Metaverse Impact of Blockchain, API, AI, ML Technologies in bank marketing; Disruptive Technologies in Bank Marketing
○	Shri Prashant Mane	Web 3 Advisor, Pentathlon Ventures	Panel Discussion: Inter/Intra Bank/IIT/ Industry Collaboration
○	Shri R K Pawah	Consultant	Communication Skills; Negotiation Skills
○	Shri Radheyshyam	Retd CSOs.	Security Incidences- Case Studies & Group discussion, Lessons Learnt
○	Shri Rahul Bhanose	CEO, Biz Amica Software PVT. Ltd	AI /ML for Retail Digital Finance
○	Shri Rahul Daga	Chief Manager, Punjab National Bank	Currency Derivatives: Structuring, Valuations, and Applications

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Rajeev Diwakar Khond	CEO, Muthoot Finance Ltd.	ICAAP Framework under Basel III and Capital Planning under ICAAP; ESG Integration in Risk Assessment; Overview of ICAAP and Stress Testing; Establishing an Integrated Risk Appetite and RAPM Framework: A Practitioner Perspective
○	Shri Rajeev Kumar	General Manager, Bank of Baroda	General discussion on Investigation
○	Shri Rajeev Ranjan Prasad	CGM, State Bank of India	CBDC
○	Shri Rajendra N Hirve	Former General Manager, Central Bank of India	Reporting under FEMA, Internal Inspection and Audit in NRI and Retail Fx Business
○	Shri Rajesh Balakrishnan	Chief Manager, ICICI Bank Ltd.	Issues and Challenges in Loss Data Collection and Utilization
○	Shri Rajesh Dattatraya Deshmukh	DGM, Bank of Maharashtra	Inspection, Supervision, Monitoring and Control of BC/BCA
○	Shri Rajesh Kumar Ram	General Manager - Digital Banking, Bank of India	Digital Marketing Strategies
○	Shri Rajesh Kumar Sood	Former General Manager, State Bank of India	Operational Risk Management – RCSA and KRI
○	Shri Rajesh Ram	GM(IT), Bank of India	Branch Marketing Opportunities in a digital era; CRM in Digital Era
○	Shri Rajesh Verma	Secretary, ABBFF	Advisory Board on Banking & Financial Frauds & Internal Advisory Committee
○	Shri Rajkiran G Rai	MD, The National Bank for Financing Infrastructure and Development (NaBFID)	Programme Inauguration
○	Shri Rajnil Mallik	PWC	"Gen AI-India Market Trends" Does that work?
○	Shri Rakesh Kumar Relan	Director, M/s. Osrik Resolution Pvt. Ltd.	Service Strategies for Branch Business Growth; Digital Customer Journeys
○	Shri Ramanaprakash Sundaram	Manager, Reserve Bank of India	Risk-based Supervision: RBI
○	Shri Ramasamy Iyer	Founder & CEO, Vay Network Services Private Ltd	Dynamic Discounting; Risk Management in SCF
○	Shri Ramesh K G	Assistant Professor - SG, Sahyadri College of Engineering & Management	Communication Skills; Conducting GD and Role Play

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Ramesh Kshirsagar	Former General Manager, Bank of Maharashtra	Exchange Rate Arithmetic; Hedging Currency risk using Forwards; Dealings in FX Market: Inter-Bank Dealings & Cover Operations (Spot Deals & Crosses, Forward), Merchant Transactions; Process, Settlement, and Documentation Issues related to Rupee and Forex Deals; Dealings in FX Market: Inter-Bank Dealings & Cover Operations (Spot Deals & Crosses, Forward), Merchant Transactions; Process, Settlement, and Documentation Issues related to Rupee and Forex Deals
○	Shri Ramgopal Subramani	Chief Operating Officer, Perfios Software Solutions Pvt. Ltd.	Loan Origination and Management Systems
○	Shri Ranjeet Rane	RBI Innovation Hub	Cyber Security Framework; Data Privacy; Data Privacy and DPDP
○	Shri Ravi Kant	DGM, State Bank of India	Permissible Overseas Investment for Entities
○	Shri Ravi Nair	DGM, Bank of Maharashtra	BIS / IS Standards & Procurement
○	Shri Ronnie Quadras	VP- Head-Capital Account Transactions, Axis bank	Portfolio Investment for NRI/OCI (PIS); Investment facilities for Resident Individuals (ODI/OPI)
○	Shri Rupak Sharma	AVP, Transunion CIBIL	Understanding Consumer Credit Report and Credit Score Card
○	Shri Rupesh Kumar Sharma	Assistant General Manager, Exim Bank	Raising Funds from International Finance Institutions
○	Shri Rushikesh Ganesh Raut	Chief Manager & Member of Faculty, State Bank Institute of Learning & Development (SBILD)	Use of Core banking system for monitoring
○	Shri S V Sastry	Former DMD, Global Markets, State Bank of India	Role, Scope, Functions, and Challenges of Integrated Treasury
○	Shri Sachindra Rai	EVP CCO, The National Bank for Financing Infrastructure and Development (NaBFID)	Compliance
○	Shri Sagar Ajay Rahalkar	Technology Fellow - Security, PTC	Mobile AppSec Audit
○	Shri Samuel Joseph Jebaraj	DMD, NaBFID	Programme Inauguration
○	Shri Sanjeev Kumar	Head, Rates Trading, Edelweiss	Bourse Game: Trading in Money Market (T-Bills, CPs, CDs, Call, Repo)

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Sanjeev Kumar	Head, Rates Trading, Edelweiss	Bourse Game: Trading in Securities (G-Sec., Corporate Bonds)
○	Shri Sanjeev Kumar	Head, Rates Trading, Edelweiss	Trading Game: Money Market Products, G-Secs, and Corporate Bonds; Trading in Money Market Instruments (T-Bills, Cps, CDs, Call, Repo)
○	Shri Sanjeev S Doshi	CGM - HR, Rashtriya Chemicals and Fertilizers Limited	HR Analytics; Designing Reward System
○	Shri Sanjeev Sahay	General Manager, Union Bank of India	An overview to vigilance and investigation
○	Shri Sanjeev Singh	Dy. General Manager, Bank of Baroda	Improving Market share in MSME Business in the Emerging Scenario
○	Shri Sankaranarayanan K	DGM, Indian Bank	Monitoring and Management of Credit
○	Shri Sanmoy Chakraborti	CRO, HDFC Bank	Presentation
○	Shri Santosh Govardhan	Chartered Accountant and Ex Banker, IDBI Bank	Approaches in Branch Lending - Blending of Traditional Lending with Digital Channels; Acquisition of New Customers, DSA/DST/ Retainer Channels for Garnering New Business; Takeover of Loans: Do's and Don'ts; KYC for Retail Lending - Preliminary Precautions while Processing Loan Online and Offline
○	Shri Santosh Kumar Panigrahy	Former Chief General Manager, Reserve Bank of India	AML and FATF: Policy and Regulation
○	Shri Saswat Mohanty	Subject Matter Expert - Credit, Lending, MSME, Perfios Software Solutions Pvt Ltd	Digital Loan Frauds
○	Shri Saswat Ranjan Pati	Chief Manager, Union Bank of India	CBDC
○	Shri Satish Chandra Rath	General Manager, Reserve Bank of India	RBI's Liquidity Management and Market Operations
○	Shri Satish V Hegde	Faculty Member, National Insurance Academy (NIA)	Regulatory Structure of Indian Insurance Sector
○	Shri Saurabh Sinha	Associate Vice President Sales, Sandhata Technologies	Leadership: Blueprint for Excellence
○	Shri Saurav Saha	Head of Financial Risk, HDFC	Presentation
○	Shri Shailesh Pingale	Faculty, NISM/SEBI	SEBI: Regulatory Role and Functions
○	Shri Sharat Chandra	Co Founder, India Blockchain Forum	CBDC adoption & Programmability : Use Cases in Indian Context
○	Shri Shreedhar G M	Asst General Manager, Bank of Maharashtra	Bank Lending and Building Micro Finance Portfolio

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Siddharth Vishvakarma	Chief Manager, State Bank of India	Use of Core banking system for monitoring
○	Shri Sitaram Pothukuchi	Retired Executive Director, IDBI Bank	Fund Transfer Pricing (FTP) and Profitability; Role and Responsibility of Compliance Officers; Importance of Compliances & Compliance Culture in Banks and Fis
○	Shri Srinivas Parida	Director, EY	Data Analytics in IS Audit
○	Shri Srinivas Rao	DGM, Canara Bank	Monitoring and Management of Credit
○	Shri Subhadip Saha	Head, DT, HDFC Bank	Organisational preparedness for AI
○	Shri Sudip Saxena	Freelancer	Network and SOC Audit
○	Shri Suhas Hingane	Business Associate, Urja Biosystem Pvt Ltd Pune	Appraisal of Bioenergy Projects: Technical and Financial Aspects
○	Shri Sumesh Sheth	Faculty Member, NIA, Pune	IRDAI: Overview and Functions
○	Shri Sundeep Mohindru	CEO, M1Xchange	TReDS; Recent Developments in SCF and SCF Platforms
○	Shri Sunil Bakshi	Technical Expert	Business Continuity and Management and Planning; Outsourcing Risk Management; Vendor Related Frauds and Due Diligence
○	Shri Sunil Kumar Gupta	Managing Director, Institute of Cost Accountants of India	Assessing ESG Risks in Lending and Investments
○	Shri Sunil Ratilal Bohra	Associate Vice President, CCIL	Trading in NDS OM
○	Shri Sunil T S Nair	Chief General Manager, Reserve Bank of India	Managing Climate Risk by Banks and FIs: Regulatory Perspectives
○	Shri Suresh Vaze	Forex Consultant (Ex-Dy. Chief Manager), Bank of India	Forex Options and Risk Management Regulations
○	Shri Suyog Shevtekar	Manager, State Bank of India	Regulatory Compliance (Compliance Function, KYC, AML etc.)
○	Shri Tarun Sethi	Faculty, Trusol Edutech	IFRS 9 ECL & Basel 3 Credit Risk Implementation Challenges in Banks
○	Shri Uday Kulkarni, CA	Senior Partner, U V K & ASSOCIATES Chartered Accountants	KYC and Customer Selection; AML, KYC, TBML, PMLA, FATE, Targeted Financial Sanctions; Compliance and Data Privacy; Use of Core Banking Data to Monitor Customer Behaviour; Fraud Investigation and Reporting; Use of Core Banking Data in Audit
○	Shri Umang Kapoor	VP - Operations, NeRL	Indian Agri Market and Risk Management
○	Shri V Rajagopal	Ex-Chief Dealer (Technical Expert-Forex), Kotak Mahindra Bank	Forex Bourse Game

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri V Rajagopal	Ex-Chief Dealer (Technical Expert-Forex), Kotak Mahindra Bank	Forex Bourse 2 (LAB)
○	Shri V Rajagopal	Ex-Chief Dealer (Technical Expert-Forex), Kotak Mahindra Bank	Forex Bourse Game: (Focus: Merchant transactions and Cover operations denominated in various currencies; Quoting, Trading in USD/INR; Cash value transactions, integration of forex and money market)
○	Shri Vaibhav Raosaheb Chavan	Advisor (Banking), Central Bureau of Investigation	Investigation Process & Techniques
○	Shri Vaibhav Vasant Salunkhe	Advocate, Private Firm	Legal Implications and Due Diligence in Cyber Security; Legal Aspects of Digital Frauds Management
○	Shri Vallabh Kolhatkar	GM, Bank of Maharashtra	Digital Technologies in Banking
○	Shri Venkat D S	HDFC Bank	AI-ML for Fraud Analytics
○	Shri Venkat Nageswar Chalasani	Chief Executive Officer, AMFI	Role, Scope, Functions, Challenges of Integrated Treasury
○	Shri Venkatesh Ganpathrao Hegde	Former General Manager Corporate Accounts SBI Corporate Centre and Senior Advisor Saraswat Bank, SBI	MSME Business Development Strategies
○	Shri Vijay P Patil	Chief Manager, State Bank of India	Bankers Book Evidence Act; Banking Regulation Act
○	Shri Vikas Kumar Garg	Vice President, SBI Cards and Payment Services Ltd	Sound Practices in Developing an ORM Framework (including three lines of defense)
○	Shri Vikram Borade	Head Credit, Syngenta Foundation India	Financing Opportunities in Decentralised Renewable Energy
○	Shri Vikramjit Singh Randhawa	Deputy General Manager, Reserve Bank of India	Regulatory Initiatives and Important Reforms: Bond Market in India vs. Other Developed Economies
○	Shri Vinay Narkar	Partner, KPMG India Services LLP	Digital Public Infrastructure (India Stack/Agri Stack Account Aggregator/ ONDC/OCEN)
○	Shri Vivek Bakshi	Head of Market Risk, HDFC Bank	Presentation
○	Shri Vivek Kulkarni	Director, Self Employed	Program Introduction - How to organise a hackathon – A planning kit.
○	Shri Vivek Vasudevan	Director, BNY Mellon	IS Audit Policy/RBIA
○	Shri Y V Ramana Murthy	Ex-Chief General Manager, State Bank of India	IT Risk Management: Key Metrics, Reporting Structure

<i>Sr. No.</i>	<i>Guest Speaker</i>	<i>Designation and Organisation</i>	<i>Topic</i>
○	Shri Yashpal Singh Charan	General Manager, P&S, CSC, RBI	CC specifications, Security Equipment & Security Measures at CC - RBI Guidelines; Legal Aspects of Security and Right of Private Defence
○	Shri Yashveer Singh Rawat	Consultant - Treasury, Delfin Advisory Services Pvt Ltd	Trading Strategies in Fixed Income Securities; Money Market Products: CRR and SLR Maintenance; Technical Analysis: Practitioner's Perspectives; Indicators and Use
○	Shri Yogesh Dudi	DGM, NISM/SEBI	SEBI: Regulatory Role and Functions
○	Shri Yogesh Thanage	Founder and CEO, Shell Strong Technologies Pvt. Ltd.	Cyber Attacks: Practical Demonstration and Precautions; Introducing Digital Forensics & Holistic Approach in Investigating Digital Crimes
○	Shri Yuvraj Kamdar	Director, Head - Research, Consulting & Decisioning, CIBIL	Using AI in Credit Management & Monitoring

Statement of Accounts for the Year 2024–25



National Institute of Bank Management

P G BHAGWAT LLP

Chartered Accountants
LLPIN: AAT-9949

OFFICE ADDRESS

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**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, 2025

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 register of movable and immovable properties and physical verification of movable and immovable properties has been conducted during the year 2024-25 and discrepancies were properly delt in books of accounts. |
| (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. 6,88,077/-
ii. Amount written off- Rs. 83,836/- |
| (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 |

- | | |
|--|---|
| (k) alienations, if any, of the immovable property contrary to the provisions of section 36 which have come to the notice of the auditor; | 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 2025.

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. |
| (l) any special matter the auditor may think fit or necessary to bring to the notice of the Deputy or Assistant Charity Commissioner; | Please refer 'Notes to Accounts' of the financial statements & Annexure A attached to the Audit Report. |
| (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; | There are no cases of irregular, illegal or improper expenditures. |
| (n) Whether the budget has been filed in the form provided by rule 16A. | Yes, Filed on 27.02.2024 |

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

- | | |
|--|--|
| (a) whether the maximum and minimum number of the trustees is maintained; | Yes |
| (b) whether the meetings are held regularly as provided in such instrument; | Yes |
| (c) whether the minute book of the proceedings of the meeting is maintained; | Yes |
| (d) whether any of the trustees has any interest in the investment of the trust; | No |
| (e) whether any of the trustees is a debtor or creditor of the trust; | No |
| (f) whether the irregularities pointed out by the auditors in the accounts of the previous year have been duly complied with by the trustees during the period of audit. | Yes, except as mentioned in Annexure A attached to the Audit Report. |

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

Akshay B Kotkar
Partner
Membership Number: 140581
Pune
Date: August 01, 2025
UDIN: 25140581BMLEGQ9043

P G BHAGWAT LLP

Chartered Accountants

LLPIN: AAT-9949

Notes to Auditor's Report for the year ended March 2025**ANNEXURE A**

1. Outstanding Income and Contributions, other than interest on Fixed Deposits are subject to confirmations, reconciliations & consequential adjustments, if any.
2. 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:

Period	Amount	Remarks
AY 2008-09	50,70,690	The original assessment was made with NIL Income. Then the case was reopened treating depreciation as Business income. However, ITAT order dated 02.08.19 dismissed the reopened order. Hence, the original assessment order stands valid.
AY 2009-10	2,29,88,954	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2010-11	3,30,55,710	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2011-12	1,95,15,391	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2012-13	2,31,24,690	ITAT order dated 25.1.18 received allowing exemption u/s 11 & 12 to NIBM. Department has filed a writ against the ITAT order.
AY 2013-14	Income assessed at Rs. 5,69,87,150	ITAT order dated 02.08.19 received whereby the CIT(A) has been directed to re-examine NIBM's appeal and rectify his original order after giving an opportunity of being heard to NIBM. Letter dated 20.09.19 written to CIT(A) requesting him to fix up a hearing. Written submission for the appeal is made on 22.12.2021. Additional documents are submitted in response to the notice on 01.02.2023. However, department has filed a case in high court against the said order which is still pending.
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 is made on 22.12.2021. Additional documents are submitted in response to the notice on 01.02.2023. However, department has filed a case in high court against the said order which is still pending.
AY 2015-16	Tax assessed at Rs. 97,16,250	ITAT has granted exemption u/s 11 and denied exemption u/s 10(23C) to the Institute vide order dated July 05, 2023. However, the Income Tax department has filed a case in High Court against the said order which is still pending.
AY 2016-17	Tax assessed at Rs. 3,28,57,073 + Interest	ITAT has granted exemption u/s 11 and denied exemption u/s 10(23C) to the Institute vide order dated July 05, 2023. However, the Income Tax department has filed a case in High Court against the said order which is still pending.
AY 2017-18	Tax assessed at Rs.2,18,40,204	ITAT has granted exemption u/s 11 and denied exemption u/s 10(23C) to the Institute vide order dated July 05, 2023. However, the Income Tax department has filed a case in High Court against the said order which is still pending.
AY 2018-19		ITAT has granted exemption u/s 11 and denied exemption u/s 10(23C) to the Institute vide order dated July 05, 2023. However, the Income Tax department has filed a case in high Court against the said order which is still pending.

Period	Amount	Remarks
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.
AY 2021-22		Institute has filed appeal for the disallowance of exemptions made u/s 10(23C). Department sought for various information documents. The submission was made to that effect on 04.09.2024.
AY 2023-24	Tax assessed at Rs.26,34,43,575	Department vide notice u/s/142(1) sought for the information/documents. Necessary submissions were made to the department. Appeal was filed against the demand notice on 16 04.2025.

3. 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 4,755 sq. mtr. 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 Udwardia & co. in March 2016. The Civil Revision Application has been admitted by Bombay High Court and the matter was last listed on 14th January 2019 wherein the Hon'ble High Court had directed the registry to place the matter for final hearing, The date for final hearing is awaited from Bombay High Court.

- (b) Judgement order has been issued against NIBM in suit No. 530/2015, 1148 of 2017 and 1853 of 2015 vide order dated 29.05.2025. Another cases in the same matter no. 549/822 of 2014 was listed for order on 30.07.2025. However, meanwhile NIBM has vacated the Pemino flat and handed over peaceful and vacant possession to landlord on 14.07.2025. This makes the said matter null and void. As per court order separate inquiry will be held for determination of Mesne Profit under Order 20 Rule 12.

Annual National Institute of Balance Sheet

As at 31.03.2024	Funds & Liabilities	Schedule	As at 31.03.2025
Rs.			Rs.
	NIBM Trust / Corpus Fund		
54,82,64,765	Balance as per last Balance Sheet	57,85,85,939	
3,03,21,174	Add: Interest allocated during the year	3,72,84,219	
–	Add: Transferred from General Fund	–	
57,85,85,939			61,58,70,158
	General Fund		
91,34,32,294	Balance as per last Balance Sheet	1,08,60,06,036	
15,34,57,632	Add: Surplus during the year transferred from Income & Expenditure	16,32,99,297	
–	Add: House Furnishing and Conveyance Loan Balance	–	
–	Add: Transferred from NIBM Publication Fund	–	
1,10,000	Add: Transferred from PGDM Fund	–	
1,06,69,99,926		1,24,93,05,333	
–	Less: Transferred to Sinking Fund for Depreciation	–	
–	Less: Transferred to NIBM Corpus Fund	–	
–	Less: Merit-cum-Means loan Scholarship	–	
1,23,69,152	Add: Transfer from Sinking Fund	1,50,46,729	
81,36,958	Add: Transfer from Fund - Upgradation of NIBM	93,39,192	
15,00,000	Less: Transfer to Employee Welfare Fund	15,00,000	
1,08,60,06,036			1,27,21,91,253
	Fund-Upgradation of NIBM		
94,07,77,796	Balance as per last Balance Sheet	1,02,25,19,739	
4,19,93,562	Add: Contribution received from Member Banks towards Non-Recurring Expenses	5,47,45,010	
5,01,67,000	Add: Interest on Deposits	6,37,22,198	
22,81,661	Less: Utilisation of Fund	28,81,333	
81,36,958	Less: Transfer to General Fund	93,39,192	
1,02,25,19,739			1,12,87,66,422
	Employees' Welfare Fund		
50,31,752	Balance as per last Balance Sheet	64,55,028	
15,00,000	Add: Contribution received during the year	15,00,000	
2,78,275	Add: Interest allocated during the year	4,15,963	
3,54,999	Less: Payment made during the year	3,90,000	
64,55,028			79,80,992
	Sinking Fund for Depreciation		
16,20,08,722	Balance as per last Balance Sheet	15,85,99,282	
–	Less: Utilisation of fund	51,39,808	
89,59,712	Add: Interest allocated during the year	1,02,20,176	
1,23,69,152	Less: Transfer to General Fund	1,50,46,729	
15,85,99,282			14,86,32,921
	NIBM Publications Fund		
–	Balance as per last Balance Sheet	–	
–	Add: Interest allocated during the year	–	
–	Less: Transfer to General Fund	–	
–			–
2,85,21,66,024	c/f		3,17,34,41,746

Accounts

Bank Management

as at 31st March, 2025

As at 31.03.2024	Properties & Assets	Schedule	As at 31.03.2025
Rs.			Rs.
14,07,29,876	Property, Plant & Equipments including Intangible Assets	1	16,58,03,461
7,20,45,246	Capital Work in Progress		13,80,12,158
	Current Assets, Loans & Advances		
14,66,95,556	Outstanding Income & Contribution	2	11,38,47,248
1,04,842	Advances : Employees		59,509
9,82,273	: Others		15,00,221
–	: Scholarship		–
–	Conveyance Loan		–
7,388	House Furnishing Loan		1,997
37,50,932	Other Deposits		38,95,632
47,23,556	Income Tax Paid under Protest		47,23,556
76,63,229	Service Tax Refund receivable		–
1,26,87,553	Prepaid Expenses		1,19,21,098
17,66,15,329			13,59,49,263
	Duties & Taxes		
30,78,01,589	For Tax Deducted at Source		34,95,99,747
27,55,968	For Goods & Service Tax		22,45,135
31,05,57,557			35,18,44,883
	Cash & Bank Balances		
	A) Cash & Stamps on Hand		
9,044	(i) Cash in Hand		7,447
2,99,076	(ii) Postal Stamps		2,89,394
55,41,823	B) In Current Accounts with Banks - General Fund		51,02,347
16,94,801	C) In Current Accounts with Banks (Earmarked for various Funds per contra)		32,76,779
8,698	D) In Current Account with Bank (Earmarked for Campus Development Fund)		8,049
–	E) Short Term & Fixed Deposits with Banks (Earmarked for various Funds per contra)		–
81,07,47,745	General Fund		95,30,91,989
6,36,48,502	Leave Encashment Fund		6,26,40,148
–	PGDM Fund		–
83,50,19,171	Fund – Upgradation of NIBM		89,73,75,649
48,66,30,946	NIBM Corpus Fund		50,77,73,995
–	NIBM Publication Fund		–
44,66,102	Employees' Welfare Fund		56,65,010
14,37,96,324	Sinking Fund for Depreciation		13,91,88,642
2,34,43,08,790			2,56,57,35,433
2,35,18,62,232			2,57,44,19,479
3,05,18,10,240	c/f		3,36,60,29,243

Annual National Institute of Balance Sheet

As at 31.03.2024	Funds & Liabilities	Schedule	As at 31.03.2025
Rs.			Rs.
2,85,21,66,024	b/f		3,17,34,41,746
	PGDM Fund		
1,10,000	Balance as per last Balance Sheet	-	
-	Add: Interest on Deposit	-	
1,10,000	Less: Transferred to General Fund	-	
-		-	
-	Less: Merit-cum-Means Loan Scholarship	-	-
	Leave Encashment Fund		
7,17,09,847	Balance as per last Balance Sheet	7,13,75,669	
-	Add: Provision for contribution during year	-	
39,65,833	Add: Interest received during the year	45,99,466	
10,84,780	Less: Liability towards retired staff	-	
32,15,231	Less: Payments made during the year	48,38,510	
7,13,75,669			7,11,36,625
35,02,492	For New Initiatives/Ventures		35,02,491
2,000	For PGPBF Loan Scholarship Fund		2,000
	Non Current Liabilities		
54,75,913	PGPBF Alumini Association	59,04,311	
54,16,000	PGPBF Caution Deposit	54,56,000	
1,08,91,913			1,13,60,311
	Current Liabilities and Provisions		
4,01,75,860	For Expenses	4,74,75,113	
1,85,85,542	For Other Deposits	87,01,902	
5,10,30,148	For Income Received in Advance	4,54,55,710	
10,97,91,550			10,16,32,725
	Duties & Taxes		
35,19,579	For Tax Deducted at Source	38,78,584	
5,61,013	For Goods & Service Tax	10,74,761	
40,80,592			49,53,345
3,05,18,10,240			3,36,60,29,243

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

sd/-
CA Akshay B Kotkar
Partner
Membership No. 140581
Place: Pune
Dated : August 01, 2025

8

sd/-
Dr Partha Ray
(Director)

Accounts

Bank Management

as at 31st March, 2025

<i>As at</i> 31.03.2024	<i>Properties & Assets</i>	<i>Schedule</i>	<i>As at</i> 31.03.2025
Rs.			Rs.
3,05,18,10,240	b/f		3,36,60,29,243

3,05,18,10,240

3,36,60,29,234

sd/-
Soni P Philip
(Chief Administrative Officer)

National Institute of Income and Expenditure Account

<i>Year ended</i> 31.03.2024	<i>Expenditure</i>	<i>Schedule</i>	<i>Year ended</i> 31.03.2025
Rs.			Rs.
4,99,50,774	Expenses in Respect of Properties	5	6,04,95,616
7,65,64,148	Establishment Expenses	6	7,77,61,962
Auditor's Remuneration			
1,00,000	Audit Fees		1,00,000
2,09,00,833	Depreciation and Furnishing Write-off	1	2,45,40,921
14,06,52,224	Expenditure on Objects of the Trust – (Educational)	7	16,70,88,705
–	Loss on sale of Assets		56,708
2,55,197	Bad Debts Written off		83,836
15,34,57,633	Surplus Transferred to General Fund		16,32,99,297
44,18,80,809			49,34,27,046

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 Akshay B Kotkar
Partner
Membership No. 140581
Place: Pune
Dated : August 01, 2025

sd/-
Dr Partha Ray
(Director)

Bank Management

for the Year Ended 31st March, 2025

<i>Year ended</i> 31.03.2024	<i>Income</i>	<i>Schedule</i>	<i>Year ended</i> 31.03.2025
Rs.			Rs.
5,05,16,359	Interest – FDR / SDR		6,99,82,494
	Contributions from		
1,00,00,000	Ordinary Member Banks	3	1,00,00,000
20,00,000	Associate Member Banks / Financial Institutions	4	25,00,000
6,75,600	Maintenance Charges		6,75,600
86,13,362	Miscellaneous Income		10,44,603
18,48,008	Recovery in Written off Accounts		30,000
8,32,724	Profit on sale of Assets		1,24,762
	Fees Income:		
16,20,54,190	Training Programme	16,65,76,864	
19,09,80,872	Post Graduate Diploma in Management (PGDM)	22,15,08,830	
35,30,35,062			38,80,85,694
1,41,84,802	Consultancy & Sponsored Research		2,08,68,000
	Income from Publications		
74,252	Journal Prajnan	51,448	
1,00,640	House Journals	64,445	
1,74,892			1,15,892
44,18,80,809			49,34,27,046

sd/-
Soni P Philip
(Chief Administrative Officer)

NIBM Journals: Information

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.

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.

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55th Foundation Day Lecture by Shri S Krishnan, IAS, Secretary, Ministry of Electronics and Information Technology (MeitY), Government of India



18th Convocation Address by Chief Guest, Prof. (Dr.) T. G. Sitharam, Chairman, All India Council of Technical Education (AICTE)