



Indian
Institute of
Banking & Finance

ISO 9001 : 2015 Certified

ADVANCED MANAGEMENT PROGRAMME IN BANKING & FINANCE (2022-23)

Programme Highlights

- *Comprehensive Management course designed to equip bankers with Management and Leadership skills*
- *Weekend online classes for convenience of working professionals*
- *Module based learning*
- *Live Online sessions*
- *Immersion programme at IIM, Calcutta and IIBF, Mumbai*





About IIBF

Indian Institute of Banking & Finance (formerly Indian Institute of Bankers) was established on 30th April 1928 as a professional body of Banks and Financial Institutions in India on the initiatives of eminent bankers, businessmen and leading industrialists. Over the years, IIBF has become the premier Institute for developing and nurturing competent bankers and financial professionals in Banking & Finance, through a process of education, training, and development programs.

Currently, Institute has 9,93,745 individual members and 682 institutional members. The institute is the largest of its kind in the world. IIBF's flagship courses JAIIB and CAIIB are attended by 3 lakhs candidates each year. In addition to the flagship courses JAIIB and CAIIB, IIBF also conducts 7 Diploma courses, 6 Capacity building courses and 35 Certificate Courses. During 2021-22, 5.92 lakh candidates enrolled for the various examinations conducted by IIBF.

The "State-of-the-Art" Leadership Centre located in the Institute's Corporate Office complex has well designed classrooms, breakaway rooms, seminar hall, VC Room Studio and a library. The Institute's robust VC platform is conducive for effective learning.

The Institute has Professional Development Centres at Delhi, Chennai and Kolkata.

Vision

To be premier institute for developing and nurturing competent professionals in banking and finance field.

Mission

To develop professionally qualified and competent bankers and finance professionals primarily through a process of education, training, examination, consultancy/counselling and continuing professional development programs.



11th Advanced Management Programme in Banking & Finance

About the Course

The Indian Banking sector is striving towards a more competitive, efficient, and heterogeneous banking structure. Banks need to identify the opportunities, scan the environment proactively, reinvent Business Models, reskill, and upskill the existing workforce.

It is an established fact that organizations that possess and nurture an effective and efficient workforce significantly outperform their peers.

The Advanced Management Programme aims at equipping the officials of Banks/FIs working at Middle and Senior Management level with domain knowledge of major areas of Banking along with appropriate management skills needed to succeed in the ever evolving and highly competitive industry.

AMP was started in January 2013 at the IIBF Leadership Centre, Mumbai .Ten Batches of AMP have been completed so far with total 307 successful participants from different Banks/Financial Institutions.

In the past, the program has been attended by participants from different Banks/FIs like SBI, Bank of Baroda, Bank of India, Canara Bank, Central Bank Of India, Indian Overseas Bank, Indian Bank, Punjab National Bank, Punjab & Sind Bank, Union Bank of India, IDBI Bank Ltd., NABARD, RBI, EXIM Bank, South Indian Bank, HDFC Bank, Axis Bank, ICICI Bank Ltd., Kotak Mahindra Bank, Barclays Bank, BNP Paribas, DBS Bank Ltd, HSBC India, Bajaj Finserv, CCIL, NPCI, PNB Housing Finance Ltd., Mahindra Finance, CARE Ratings, IDFC First Bank Ltd., Laxmi Vilas Bank Ltd., Suryoday Small Finance Bank Ltd, Ujjivan Small Finance Bank, Tamilnad Mercantile Bank, TJSB Bank, Saraswat Co-op Bank, Citizen Credit Co-op Bank Ltd, The AP State Co Operative Bank Ltd, Aditya Birla Capital Limited, Karnataka Bank Ltd and Emirates NBD.

Eleventh batch of AMP is being announced in hybrid mode with two immersion programmes one at IIM, Calcutta (Residential) and the other at IIBF campus at Mumbai.

The Programme is comprehensive and strategic, keeping in view emerging ideas and trends in Banking, and is expected to be completed in March, 2023. The programme is well accepted in the Indian Banking Industry and the participants are from a wide spectrum of Banks and FIs in the country and abroad.



Objectives

- Sharpening of Business Skills
- Enhancement of Technical Skills
- Appreciation of Analytical Skills
- Development of Soft Skills
- Overview of Ethics in Business

Specific Thrust on

- Financial Management
- Credit Management
- Risk Management
- Integrated Treasury Management
- Emerging Technologies
- Strategic Management
- Organizational behaviour
- Macro-economics for Banking

Unique Features:

- Interaction with Industry Leaders through “Leaders Speak” series.
- On-site 30 hours Management Development Programme at IIM, Calcutta.
- Contemporary syllabus and holistic coverage of important aspects of Banking & Finance.

The Target Group

Officers who possess a graduate or higher qualifications, working in supervisory capacity in banks, preferably at middle/senior management levels in banks.

Selection Procedure:

- Sponsorship / Nomination / Recommendation by bank / organization is desirable.
- In case, candidates are not sponsored by bank / organization, the applicants may have to under go an interface with IIBF Committee before their selections are confirmed.

Faculty Support

- Experienced Bankers
- Academicians from leading Institutes
- Industry Experts



Benefits:

- Being an online week-end programme, it allows the candidate to pursue a management course without interfering with the work schedule or without the need for taking a sabbatical. The course encourages cross- culture learning and helps the participants to keep pace with the changes. AMP provides an excellent channel for continuous professional development which will be helpful in enhancing career growth.

Evaluation/Assessment

- Assessment includes Attendance, Assignments, Group Presentations and Online exams (Module wise).
- Attendance will be based on login and log out time in each session.
- Assignments of each module shall be given during the semester(s). Participants have to submit written / typed assignments on topics chosen by IIBF. Detailed guidelines on assignment submission shall be provided during the course.
- Participants may be asked to do group presentation during the semester.
- At the end of each module (including MDP at IIM, Calcutta) /Semester, participants will have to undergo online exam (module wise). Schedule for the online exams shall be shared well in advance by theInstitute.

Pedagogy:

- Virtual classroom lectures (Live sessions) *
- Interactive and peer learning
- Group presentations
- Assignments
- Project report under the guidance of mentor.

*The classes will be held on virtual platform. Live streaming of sessions by the faculty on weekends as per the schedule shared with the participants at the beginning of semester/ month.

Participants can log on the virtual platform and interact with the faculty while sessions are in progress.

The participants need laptop/desktop, camera, microphone, good internet connection to participate in the sessions. (System configuration and "Learner User" manual shall be circulated at the beginning of the course.)



Testimonials



Sushil Kumar Lal
Deputy General Manager
Bank of Baroda

Advanced Management Programme (AMP) is an extremely well designed and well curated programme for benefit of diverse set of participants. AMP is offered through best in class faculty and industry experts/ practitioners. The 10 month hybrid programme is worth investing one's time and money. Learning is immense, it provides exposure to contemporary as well as future aspects of banking. The "Leaders Speak" Series and immersion programmes have been of great help to me to look beyond, widen my vision and understand the disruption banking industry is witnessing and ability to appreciate diverse views.



Atul Kumar Purbey
Assistant General Manager
Bank of India

Advanced Management Program from IIBF in collaboration with IIM Calcutta is a unique course designed for middle level Bankers. The participants of the course have the opportunity to learn from the stalwarts of the banking industry who share their rich experiences with the participants. The sessions are quite interactive with real life examples. It's a must do course for all bankers who are inclined to learn all the realms of banking including new age banking".



Mrs. Chitra Kurup
Chief Manager, Vigilance Department
Central Bank of India

If you dream big and see yourself taking on the challenges of top leadership positions, this is the course for you! I am glad to get the opportunity to attend the AMP course which is specially designed for the professional and personal development of the participants. The contents are comprehensive and strategic with special focus on Emerging trends in Banking and inspirational "Leaders Speak" series interactions with Industry Leaders. The well qualified and experienced faculties with great presentation styles, have made learning enjoyable and memorable. Overall, an experience to cherish and be proud of!



VIDYASAGAR SVN
National Manager Transaction Banking Operations
Ujjivan Small Finance Bank. HO, Bengaluru

In my 26 years of Banking career, this AMP course provided broad overview of the key concepts, tools and techniques needed to successfully meet the challenges of today's dynamic banking environment. It covered various essential modules like Financial/Credit/Integrated Treasury management etc. in the field of banking. Virtual classes removed geographical barriers and helped in smooth pursuing of course and assignment; Group Presentation and Project work gave the opportunity for the much-needed exposure. Important take away from "Leaders Speak" series in this program, is the vision and strategy of the leaders helped me have the vision and potential to attain top leadership position in the bank. This program enhanced my managerial, communication, presentation, and Leadership skills.
Thanks to the entire IIBF Team for designing and delivering such unique and comprehensive course.



Vinny Makhija
Punjab & Sind Bank
Chief Manager

Excellent program. Got to know the insight of many things I didn't know but implemented. Even the complex topics were made easier through real life examples and case studies. The program is very informative, Intensive, well-paced and covers a wide range of topics not only confined to banking but helps in overall self-development. I have taken a lot of things which I can practically apply and feel that I am in a far better position to manage after completing the AMP program.



Modules

Management Development Programme at IIM, Calcutta comprising of :

- Principles and Practices of Management
- Macro-Economics for Banking
- Organizational Development & Organizational Behavior
- Strategic Management and Change Management
- Strategic Marketing Management

SEMESTER – I

1. Indian Financial Architecture, Banking Resources and Products
2. Impacts of Business Laws
3. Financial Management
4. Credit Management
5. Credit Monitoring and Recovery Management
6. Integrated Risk Management
7. Treasury Management
8. Information Technology and Cyber security in Banks
9. MIS and Quantitative Techniques

SEMESTER – II

10. International Banking and Foreign Exchange Markets
11. Audit and Compliance
12. Investment Banking, Valuations for Mergers & Acquisitions, Valuation of firms & Venture Capital
13. Business Ethics and Corporate Governance
14. Wealth Management and Financial Advisory Services
15. Emerging Technologies
16. Business Analytics
17. Integrated Marketing Management
18. Human Resources Management
19. Corporate Communication



Management Development Programme (at IIM, Calcutta)

(10 Credits)

Sr. No.	Contents
A	Principles and Practices of Management
1.	Introduction to Principles of Management, Banking organizations - characteristics
2.	Business models, vision, mission, strategy
B	Macro-Economics for Banking
1.	Introduction to Principles of Macroeconomics, Fundamentals, Macroeconomic aggregates, Policy framework
2.	Keynesian Macroeconomics - Multiplier - Monetary and Fiscal Policies
3.	Open Economy Macroeconomics - Introduction to Exchange Rate - Tensions of Impossible Trinity
4.	Overview of Current Issues on the Global Economy and the Indian Economy
C	Organizational Development and Organizational Behavior
1.	Individual behavior, Individual personality traits, Perceptions, Attitudes
2.	Motivation, Group behavior, Team building
3.	Conflict resolution, Conflict management
4.	Negotiation techniques/Decision making techniques
D	Strategic Management and Change Management
1.	Concepts, strategic imperatives, core competencies
2.	Change management concept, Managing change, Change process, Change priorities, Unfreezing, Changing, Refreezing skills, strategies
E	Strategic Marketing Management
1.	Environment scanning - Market segmentation and Targeting - Marketing mix, competition, Industry structure, Value chain, Consumer behavior
2.	Positioning, Product strategies, Process strategies, Distribution strategies, Services designing and Positioning, Service management, feedback, and gap analysis
3.	Branding in Banking, Strategic Brand Management
4.	Customer relationship management - Customer acquisition strategies - Customer retention strategies
Total (Including Evaluation)	30 hours



SEMESTER I

Module 1 Indian Financial Architecture, Banking Resources and Products (3 Credits)

Sr. No.	Contents	Hours
A.	Indian Financial Architecture	
1.	Indian Financial System	1
2.	Role of FIs, Differentiated Banks (Payment Banks, Small Finance Banks, Digital Banks, Neo Banks)	1
B.	Banking Resources & related Products	
3.	Introduction to Sources of funds & various liabilities products	2
4a.	Capital Structure -Tier-I and Tier-II instruments, Debt Capital	1
4b.	Basel I, II, III Basel Norms on Capital Adequacy, Advanced Approaches for capital computation	2
C.	Other Banking Products	
5.	Asset products, Comparison with other investment products	1
6.	Product development techniques, Product differentiation	2
7.	Banking Products & Services for Financial Inclusion	1
8.	Evaluation	1
Total		12

Module 2 Impacts of Business Laws (3 Credits)

Sr. No.	Contents	Hours
1.	Important provisions of Banking Regulation Act, RBI Act	1
2.	Negotiable Instruments Act, Bankers' Book Evidence Act, Income Tax Act, GST Act	2
3.	Companies Act, Partnership Act, LLP Act	2
4.	Indian Contract Act, Transfer of Property Act, Sale of Goods Act.	2
5.	Documentation and charge creation - Different types of charges, Registration, Penalty. Limitation Act and Stamp Act.	3
6.	Consumer Protection Act, Integrated Banking Ombudsman Scheme, BO Scheme for Digital Transactions, RTI & Internal Ombudsman	2
7.	Evaluation	1
Total		13



Module 3 Financial Management

(4 Credits)

Sr. No.	Contents	Hours
1.	Overview of financial statements, Components of financial statements, underlying assumptions and basic accounting concepts. Statutory provisions relating to financial statements	2
2.	The liability and asset sides of balance sheet -Relevance of Analysis with examples. Formats of the Balance sheet for corporate and non - corporate borrowers Qualities of a good balance sheet. Profit and Loss statement analysis. How to read an Annual Report.	2
3.	Ratio analysis. Different types of ratios- three pillars of a Financial statement. Benchmark Ratios as per the loan policy. Relevance of ratios for a banker- how to improve the ratios? Ratios influence in internal rating and pricing.	2
4.	Introduction to CMA data& preparation CMA Data Analysis – Different forms in CMA Form No I to VI. The utility of the different forms. How to read the different forms in CMA- Form II, Form III Form IV Form V and Form VI	2
5.	Cash flow statement vs Funds flow statement.	2
6.	Balance sheet disclosures, accounting standards, IND-AS Limitations of Financial statements. Issues of window dressing- Looking Beyond Balance sheet; Financing and Dividend Decisions, Designing CapitalStructure, Cost of Capital	3
7.	Evaluation	1
Total		14



Module 4 Credit Management

(6 Credits)

Sr. No.	Contents	Hours
1.	Introduction to Management of Credit portfolio - Credit policy of Commercial banks, Exposure Norms, Internal Credit rating, External Credit Rating, Pricing of loans	2
2.	Retail loans, Priority sector Credit, Green Financing /sustainable financing	2
3.	Working capital assessment - different methods of working capital assessment - Operating Cycle method, Turn over method, Cash budget method, CMA Data Analysis	3
4.	Non -fund Based business- Types of NFB Credit facilities, LC, BG, DPG, Standby LC, Regulatory guidelines, Precautions	3
5.	MSME Financing - Relevance- MSME Policy, Recent GoI initiatives, Regulatory Guide Lines - Government Policies MSME Restructuring / Rehabilitation - Hand holding measures, TReDS, Role of SIDBI and CGTSME in MSME financing.	3
6a.	Project planning, capital investments, capital budgeting, TEV/Feasibility Study of a project. Market, technical and financial analysis.	1
6b.	Project appraisal, Cost of Project & means of Financing, Cost overruns, Projected Balance sheet & Projected Cash Flows, Capital Gearing, NPV, IRR, MIRR, Payback period, Discounted Payback period, Sensitivity analysis, Decision tree, Break even analysis.	2
7.	Export finance -Pre-shipment finance, post- shipment finance, Export Credit Insurance, Role of ECGC, WTPSG, WTPCG, Risks in Foreign Trade.	2
8a.	Corporate Banking Products, Corporate Services, Channel Finance, Supply Chain finance, Financial Advisory Services, Transaction Banking Services	2
8b.	Receivables Management -Bill Discounting & Factoring	1
9.	Syndication of Loans, Consortium accounts, Multiple Banking Arrangement, Credit Underwriting, Credit Enhancement	1
10.	Evaluation	1
Total		23



Module 5 Credit Monitoring and Recovery Management

(5 Credits)

Sr. No.	Contents	Hours
1.	Credit Monitoring Policy, follow up, CRILIC, Credit Defaults, Non - Cooperative Borrowers, EWS, Red Flagging of Accounts, SMA & related guidelines of Reporting etc.	2
2	Insurance Coverage, Scrutiny of Stock and Receivables Statement, QIS, MSOD returns. Monitoring of NFB Limits	2
3.	IRAC Norms, Recovery policy, NPA management, Detection and Reporting of Frauds in Advance Accounts, Examination of Staff Accountability	3
4	Resolution of Stressed Assets through IBC 2016	3
5	Recovery through Legal recourse, SARFAESI Act, DRT Act, Compromises & One Time Settlements, Lok Adalat, wilful defaulters, Sale of Assets to ARCs	3
6	Evaluation	1
Total		14

Module 6 Integrated Risk Management

(6 Credits)

Sr. No.	Contents	Hours
1.	Definition of Risk, Risk Process, Framework for Risk Management, ICAAP, Stress Test, Sensitivity analysis, Scenario build up	3
2.	Basel III Guidelines - CCB, Liquidity ratios, Leverage ratio, Framework on Liquidity Standards, LCR, FALLCR, NSFR	3
3.	Credit Risk Management – Brief on Standardized, IRB Approaches with Capital Calculation, Concept of RAROC	3
4.	Operational Risks, approaches and calculation of capital, Fraud Risk Management	2
5.	Market Risk Concept and Measurement, VAR	2
6	Enterprise -wide risk management	1
7.	Evaluation	1
Total		15



Module 7 Treasury Management

(6 Credits)

Sr. No.	Contents	Hours
1.	Overview of Treasury Operations – Structure of Financial Markets, Role of Treasury. Integration of Treasury, Role & responsibility of a Treasurer, Cost Centre, Profit Centre, Planning & Control, Fund Transfer Pricing. Interest rate quotation and market terminologies	2
2.	Asset Liability Management, and impact of CRR and SLR, Settlements, RTGS, NEFT. Liquidity Management -Short term /Long term sources	2
3	Fixed Income Instruments, Money Market Instruments, Capital Market Instruments, SLR /Non SLR Securities, G Sec/SDL and auction process, bond dynamics, Investment & valuation guidelines	2
4.	Fundamental Analysis, Economic Forecast, Technical Analysis, Fibonacci Analysis, Chart Patterns	2
5.	Role of RBI, CCIL and FIMMDA in treasury operations	1
6.	Financial Derivatives – Nature, types and fundamentals, Risk Management and Hedging Strategies <i>Basic Derivative Products:</i> (FRAs/Forwards / Futures / Options / Swaps) <i>Structured Derivative Products:</i> (Options strategies and valuation parameters/ Carry trades / Caps and Collars Convergence of Risks	2
7.	Various Types of Risks in Treasury Operations, Risk Management Tools, Impact of IFRS, Internal Control guidelines, Role of Technology in Treasury Operations.	2
8	Evaluation	1
Total		14



Module 8 Information Technology and Cyber security in Banks

(3 Credits)

Sr. No.	Contents	Hours
1.	An overview of journey of digitization in Banking Industry. Various committees, regulations and guidelines by regulators for promotion of accelerated technology adoption.	1
2.	Banking software including Core Banking Solutions, Treasury Applications, Loan origination & processing software, Role of Middleware in the integration of various Third-party products with Core Banking.	1
3.	Alternate delivery channels and IT applications, ATMs, Internet Banking & Mobile Banking, Kiosks, E-Lobbies. Multi factor authentication, precautions, and tips for safer use of alternate delivery channels. Customer protection measures.	1
4.	Evolution of Fintech industry - different business models. How can banks deal with the new Fintech competition. Regulatory sand-box framework by RBI.	1
5.	Electronic Payments & Settlements Systems in India, Role of RBI, NPCI, CCIL in various modes of electronic remittances, RBI Vision Document on emerging Payment Systems, Digital disruption in banking.	1
6.	IT Governance & IT Security Framework in Banks. IT & Cyber Security Policies in Banks and compliance, Information Systems audit, Data Centre operations, Business Continuity Plan & Disaster Management processes	1
7.	Initiatives taken by the Government and International Agencies on Cyber security matters. Reserve Bank Innovation Hub (RBIH).	1
8.	Cyber Frauds and Cybercrimes in Banking, Brief about various types of IT frauds & Cyber Crimes, combating Cyber threats, IT Act 2000 with amendment, creating awareness on Cyber Security for Staff & Customer. Role of technology in Fraud Risk Management.	3
9.	Evaluation	1
Total		11



Module 9 MIS and Quantitative Techniques

(3 Credits)

Sr. No.	Contents	Hours
1.	MIS concepts, role, process management, decision making concepts, models MIS and informed decision making, MIS applications	3
2.	Data warehousing and mining	2
3.	Quantitative techniques for Managers, Statistical applications in business development.	2
4.	Probability, Normal distributions, correlation, regression, Time series analysis, Forecasting techniques	3
5.	Evaluation	1
Total		11

SEMESTER II

Module 10 International Banking and Foreign Exchange Markets

(4 Credits)

Sr. No.	Contents	Hours
1.	Foreign Exchange Market Structure & Dynamics – Types of FX transactions (Merchant / Cover / IB) Exchange Rate Mechanism (spot / cross/ forward), FEDAI Rules FEMA Guidelines on Exports & Imports, Role of EXIM Bank- Line of Credit	3
2.	Incoterms 2020, UCPDC-600, ICC rules Documentary collection FTP, RBI guidelines on EDPMS / IDPMS, Merchanting Trade, OFAC guidelines, SWIFT	3
3.	Corporate Perspectives- Types of Exposures, Management of Exposure Trade Advisory Services, Forex Management Advisory Services Foreign Currency Loans (Export, FCNRB, ECB), Correspondent Banking Services, Forfaiting, FATCA, Trade Based Money Laundering (TBML)	3
4.	International Banking Strategies, Host country regulations, business plan formulations	2
5.	International treasury and funds management, pricing of asset products and liability products, domestic funding through international markets, investments portfolio, exotic products, Scope of ISDA agreements & schedule; Legal Entity Identifier (LEI) - an Overview	3
6.	ODI, FDI, non deliverable Forward Market Role of GIFT City, IBU	3
7.	Evaluation	1
Total		18



Module 11 Audit and Compliance

(3 Credits)

Sr. No.	Contents	Hours
1.	Audit in Banking, Audit as a risk management measure, Risk - based Internal Audit. Different types of Audits - Concurrent Audit, Revenue Audit - Internal regular audit, Management audit, Stocks and receivables Audit, Forensic Audit, Statutory Audit and Regulatory Audit, LFAR - Audit Rating, System audit, Audit in computerized environment	3
2.	Compliance function in a Bank- Scope and role. Compliance Culture, Role of CCO Compliance related to KYC /AML / CFT norms, FIU, AML returns, Red Flag Indicators, Framework for identification of Compliance Risk e-KYC, Video KYC, CKYCR	3
3.	Statutory & Regulatory Compliances for Loans/ advances, Exposure norms, Priority Sector norms, IRAC norms	3
4.	Compliances on Exports and Imports - RBI / DGFT / FEMA Regulations, Guidelines on NRI Deposits and Remittances, ODI/ FDI; Foreign Currency Accounts; Remittance facilities for Residents Foreign Contribution Regulation Act. Statutory Regulations covering Third Party Products - Bancassurance, Mutual Funds	3
5.	Evaluation	1
Total		13

Module 12 Investment Banking, Valuations for Mergers & Acquisitions, Valuation of firms & Venture Capital

(3 Credits)

Sr. No.	Contents	Hours
1.	Investment Banking, functions, Broad understanding of working of Investment Banks including Regulatory Compliances. Merchant Banking Services	1
2.	Overview of Mergers and Acquisitions, Objectives, Regulation types, Classification of Mergers - Horizontal, Vertical, Conglomerate, Reverse Mergers, Acquisitions, Characteristics	2
3.	DCF, Equity Valuation, Firm Valuation, Stable growth valuation, Technical, Growth patterns, Accounting Treatments, Tax treatments	3
4.	Building blocks of valuation, EPS, ROE, Leverage factors, Stable Period Payout, Dividend discount model	2
5.	Indian Law and Practices in Valuation, Venture Capital, Characteristics, Angel investors, fixed Lifetime funds, Private Equity, Indian market practices	2
6.	Evaluation	1
Total		11



Module 13 Business Ethics and Corporate Governance

(2 Credits)

Sr. No.	Contents	Hours
1.	Ethics: A Holistic Approach Introduction to Ethics, Sources of ethical norms Relevance in business, Relationship between Business Cycles & Ethics, Ethics and corporate longevity, Ethics and Corporate Image, Ethical index, Ethical leadership, Banking Ethics: Changing Dynamics (Ethics & Technology, Data Privacy, IPRs)	2
2.	Corporate governance - meaning, importance. Guidelines by Regulators & Authorities. Corporate Social Responsibility, Whistle Blower Policy	3
3.	Stakeholders, rights, responsibilities, Functioning and responsibilities of Board, Board Committees Audit Committee of Board, Functions and Responsibilities, transparencies and implications	2
4.	Adherence to Accounting Standards and Disclosures, Reporting by Statutory Auditors under CARO	2
5.	Evaluation	1
Total		10

Module 14 Wealth Management and Financial Advisory Services

(2 Credits)

Sr. No.	Contents	Hours
1.	Construction of Efficient Portfolio/Retirement planning <ul style="list-style-type: none">• Basics of Financial Planning and Financial Planning process• Retirement and Tax Planning• Risk, Insurance and Estate Planning• Investment Planning	3
2.	Capital Asset Pricing Model, Efficient Market Hypothesis, Random Walk Theory	2
3.	Portfolio Return and Risk Measurement, Modern Portfolio Theory, Markowitz Optimization Model, Portfolio Selection Model <ul style="list-style-type: none">• Portfolio Management Services-type, objective, process	2
4.	Behavioral Finance, Equity Valuation, Portfolio Performance Evaluation SEBI Regulations	3
5.	Evaluation	1
Total		11



Module 15 Emerging Technologies

(3 Credits)

Sr. No.	Contents	Hours
1	<ul style="list-style-type: none">Artificial Intelligence (AI)- Introduction to AI, ApplicationsMachine Learning (ML), Basic Concept and Applications	3
2	<ul style="list-style-type: none">Importance of Data - Where to find it, how to store, manipulate, and characterize itRobotic Process automation (RPA), Internet of Things (IoT), Cloud Computing	3
3	Digital currencies <ul style="list-style-type: none">Digital Currency including Cryptocurrencies - Downside & potential risksCBDCDistributed Ledger System, Blockchain History & evolution, Blockchain applications	3
4	Data Science <ul style="list-style-type: none">Data Science & Big data analysis. Basis of Data modelling & Data visualization.Concept of Decision Trees in Data Science conclusion.Data in the cloud, Data security – Protecting Enterprise assets.	3
5	Evaluation	1
Total		13

Module 16 Business Analytics

(3 Credits)

Sr. No.	Content	Hours
1.	Analytics in Banking- Analytics as a driver of Key Business Objectives, Defining and measuring KRAs for the Analytics function. Analytics Roadmap, Analytics team structure & Processes, Different facets of setting up analytics practice- business intelligence, data science, data engineering, etc.	3
2.	Credit & Risk Analytics - Prediction of Default: Retail Credit, Commercial Credit Rural Credit Analytic for Profit Optimization - Managing & Measuring Risk and Returns, Detection and Prevention of Application, Transaction & Operational Frauds	3
3.	HR Analytics - Incentive Program Design and Administration Performance Tracking, Feedback loops and Model Recalibration	1
4.	Strategic Analytics - Business Planning, Strategy and Competitive Benchmarking, Marketing Analytics, Social Media Analytics, Integrating Analytics with Customer Relationship Management	2
5	Evaluation	1
Total		10



Module 17 Integrated Marketing Management

(2 Credits)

Sr. No.	Contents	Hours
1.	Importance of Marketing in Banks, Types of Marketing including Digital Marketing of Banking products-Use of Analytics & Business Intelligence	3
2	Financial inclusion - Role of BC/BF in Marketing of Banking Products, Role of DSA, DMA	2
3	Product Pricing - New Product Pricing Strategies, Product Mix Pricing Strategies	2
4	Customer Communication - Campaign Design & Execution: Up - Sell, Cross - Sell, Retention & Wealth Advisory Enhancing Customer Value, Customer & Brand Loyalty	2
5	Evaluation	1
Total		10

Module 18 Human Resources Management

(2 Credits)

Sr. No.	Contents	Hours
1	Basic Management - HR management, Major HRM challenges facing banks	3
2	Manpower Planning, Performance Appraisal Management Grievance-Redressal and Discipline	2
3	Leadership models and Types-Issues and effectiveness, Mentoring in Banks Risk attached to Delegation of Financial Powers	3
4	Leadership Pipeline Management/Succession Planning, Talent Management in Banks	3
5	Balance between EQ and IQ	1
6	Employee Engagement in changing scenario	1
7	Evaluation	1
Total		14

Module 19 Corporate Communication

(2 Credits)

Sr. No.	Contents	Hours
1.	Corporate Communication -Key tasks of Corporate Communication, Corporate Etiquettes	3
2.	Strategies for Media communication, Digital Communication	2
3.	Assessing the effectiveness of Corporate Communication	2
4.	Evaluation	1
Total		8



Total Course Duration: 275 hours spread over 10 Months

Total duration of the program is 10 months. The courseware is spread over 10 months. The course will commence in June 2022 and will end in March 2023.

Classes will be held on Second Saturdays and all Sundays (10.00 am to 5.00 pm)

Evaluation Process:

1. 75% attendance is mandatory for candidates.
2. Attendance is mandatory in Immersion Programmes at IIM, Calcutta and IIBF, Mumbai.
3. For each (subject) course, 80 marks will be allotted. Break up of 80 marks will be as follows:

Attendance and classroom performance	Assignments	Written Test
20 marks	30 marks	30 marks

4. Minimum pass marks will be 50% for each module.
5. Successful participation at Management Development Programme at IIM, followed by an Evaluation.
6. Overall assessment is on Cumulative Grade Point Average (CGPA) system, for which, each module has been assigned number of credits.
7. Candidates will be required to make / group presentations during each Semester. For each Presentation, 50 marks will be assigned. Presentations and Project Work are assigned 4 credits.
8. Project assignments will be on subjects identified by the sponsoring bank / organization. In case, the sponsoring bank / organization does not allot any specific subject, IIBF will identify the subject. 100 marks will be assigned to the project work. Minimum pass marks will be 50%. The project will be evaluated by experts identified by IIBF. The project findings will be the intellectual property of IIBF. In case sponsoring bank identifies the project, it will be the intellectual property of IIBF /sponsoring bank jointly.

Eligibility Criteria: Minimum 5 years of working experience in Banks/FIs/NBFCs.

Last Date for receipt of applications is 30th May 2022

Number of seats - 60



COURSE FEES

Fees per participant: ₹1,35,000 + GST *. Nominating Banks to pay full fee amount at the start of the program. There are two options for the fee payment for self-sponsored participants.

a. Option 1

Lump sum at the time of joining the Course		
Course Fee ₹	1,35,000/-	+ GST *

b. Option 2 - in three installments

1st Installment at the time of joining the Course		
Course Fee ₹	35,000/-	+ GST *
2nd Installment by 31st July, 2022		
Course Fee ₹	50,000/-	+ GST *
3rd Installment by 30th September, 2022		
Course Fee ₹	50,000/-	+ GST *

*As applicable

Remittance of Fees by sponsoring Banks:

The fees should be remitted to the credit of Account of Indian Institute of Banking & Finance (IIBF) with State Bank of India, details of which are given below:

Name of the Beneficiary - Indian Institute of Banking & Finance

Bank Name - State Bank of India, Vidyavihar (west) Branch; Account No - 36919200263.

IFSC Code - SBIN0011710; PAN NO - AAATT3309D; GSTIN - 27AAATT3309D1ZS

(In case of TDS deduction, TDS certificate to be sent to the Institute)

SWIFTCODE: SBININBB517

Please Note:

Immersion Program at IIM, Calcutta

The fees include travel cost to Kolkata and back to the place of start (India) and also boarding and lodging at IIM, campus during the immersion program. Air tickets (economy class) shall be booked by IIBF well in advance under intimation to participants. IIBF shall arrange from starting airport (India) to Kolkata airport only. The fees also include course material provided by IIM, Calcutta during the program.

Immersion Program at IIBF, Mumbai

Travel arrangement and travel expenses to IIBF, Mumbai and back plus other incidental expenses are to be borne by the participants. Participants may arrange for their own accommodation. During stay at Mumbai, Lunch and Evening Tea/Coffee shall be provided by the Institute. (In Mumbai, accommodation at a four-star hotel (Hotel Kohinoor) within walking distance from the Institute can be arranged at participant's request. Hotel charges shall be conveyed at the time of booking and must be borne by the participants.)

The residential program at IIM, Calcutta (Oct-Nov, 2022) and at IIBF campus, Mumbai are subject to change depending on post-covid 19 situation. In case of switching the program to virtual mode at IIM, Calcutta, refund of proportionate amount, if received from them, will be made to the participants.



Mr. Biswa Ketan Das
Chief Executive Officer

Mr. Biswa Ketan Das is a post-graduate in Chemistry and holds a Masters degree in Business Administration with Marketing as specialisation. He was working in State Bank of India for over 30 years and has the knowledge and experience of various verticals of the Bank like Retail Banking, Foreign Exchange, Credit Management, Treasury Management and Investment Banking. He was also elected as the Chairman of Fixed Income Money Market and Derivatives Association of India (FIMMDA) for the year 2019 - 2020. He had delivered lectures in various training Institutes of State Bank of India and other prestigious Institutes like ASCI, FMS Delhi.



Dr. S. Muralidaran
Director (Academics)

Dr. Muralidaran holds a Master's Degree in Financial Management from Jamnalal Bajaj Institute of Management Studies, Mumbai and PhD. in Finance. He has earlier served in Bank of Baroda, Indian Bank, NABARD and ICFAI. His areas of interests are Accounting and Finance, Treasury, and Risk Management and Investment Management.



Mr. P.N. Mehrotra
Director (Training)

Mr Mehrotra is M. Sc. in Agricultural Economics and Master of Management Studies (MMS) in Finance from Faculty of Management Studies, BHU, Varanasi. He has rich experience of 37 years in Agriculture & MSME Finance, Corporate Credit, NPA Recovery & Stressed Assets Management, International Banking. He served as Branch Head in Kenya for 4 years & managed Dubai, Oman & Bahrain operations of the Bank for 3 years as Dy Chief Executive, GCC Ops. He retired from the post of General Manager in May 2019 from Bank of Baroda.

IMMERSION PROGRAMS AT IIBF, MUMBAI WAS HELD IN TWO BATCHES DURING NOVEMBER/DECEMBER 2021



CEO, IIBF addressing the participants



Director Training welcoming the participants



Guest Speaker of "Leaders speak" series - Mr Pallav Mohapatra, MD & CEO-ARCIL interacting with the participants



Class - room session



Group - batch A



Group - batch B



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Customized Training Program for AMP X Batch (2021-2022) of IIBF

April 13-17, 2022

Venue: at IIM Calcutta



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Customized Training Program for AMP X Batch (2021-2022) of IIBF

May 04-08, 2022

Venue: at IIM Calcutta



Indian Institute of Banking & Finance

Leadership Center

Kohinoor City, Commercial -II, Tower-I,
2nd & 3rd Floor, Kiroil Road, Kurla West, Mumbai - 400 070.
Website: www.iibf.org.in

Please send your nominations to Program coordinators

Ms Ravita Wadhwa

Dy. Director, IIBF

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Tel - 022-68507032/9004497046

Mr Thiruma Valavan

Dy. Director, IIBF

Email id - dd.trg2@iibf.org.in

Tel - 022- 68507072/9585883789