



CAIIB- ELECTIVE SUBJECTS

Rules & Syllabus 2019

OBJECTIVE

The CAIIB holders are allowed to take the Certificate Examinations in 11 elective subjects in order to enhance their knowledge and skill in specialized areas as a part of Continuing Development Program.

ELIGIBILITY

Candidates must have completed CAIIB or PART-II of the Associate Examination, and their membership subscription should not be in arrears. Since the examination of all elective papers will be conducted in a single day, candidates can apply for only one elective paper at a time.

SUBJECT OF EXAMINATION

1. Corporate Banking
2. Rural Banking
3. International Banking
4. Retail Banking
5. Co-operative Banking
6. Financial advising
7. Human Resources Management
8. Information Technology
9. Risk Management
10. Central Banking
11. Treasury Management

Candidates may choose the elective in the area they are currently working or in the area they would like to work in future. It is suggested that the candidates may choose the elective in the area they are currently working and later move to other elective as this will enable appropriate skills/ build up for handling different banking verticals.

PASSING CRITERIA:

Minimum marks for pass in the subject is 50 out of 100.

EXAMINATION FEES

First attempt	Rs.1,000/- *
Subsequent attempt	Rs.1,000/- *

* Plus Convenience charges and Taxes as applicable.

Please Note: Candidates are required to Register for every attempt separately.

As a measure to streamline the traffic for registration, Institute will charge regular examination fee to candidates who registers for the examination during the regular open period of registration. **For the extended days of registration, late fee of Rs.200 plus taxes, will be charged in addition to regular examination fee.** This extended days of registration, also gives candidates addition opportunity to register for the examination, having missed the regular open period of registration.

The fee once paid will **NOT** be refunded or adjusted on any account.

MEDIUM OF EXAMINATION

Candidates are allowed to attempt the examination either in Hindi or English, and should clearly fill in their choice of medium at the time of registration of application. In any case change of medium will not be allowed at a later stage

PATTERN OF EXAMINATION

- (i) Question Paper will contain 100 objective type multiple choice questions for 100 marks including questions based on case studies/ case lets. The Institute may however vary the number of questions to be asked for a subject.

- (ii) The examination will be held in Online Mode only
- (iii) There will NOT be negative marking for wrong answers.
- (iv) Examination will be conducted under online mode only on a Sunday. Questions for the examination will be asked for:
 - i. Knowledge testing
 - ii. Conceptual grasp
 - iii. Analytical/ logical exposition
 - iv. Problem solving
 - v. Case analysis

DURATION OF EXAMINATION:

The duration of the examination will be of 2 hours.

PERIODICITY AND EXAMINATION CENTRES:

- a) Examination will be conducted on pre-announced dates published on IIBF Web Site. Institute conducts examination on half yearly basis, however periodicity of the examination may be changed depending upon the requirement of banking industry.
- b) List of Examination centers will be available on the website. (Institute will conduct examination in those centers where there are 20 or more candidates.)

PROCEDURE FOR APPLYING FOR EXAMINATION

Application for examination should be registered online from the Institute's website www.iibf.org.in. The schedule of examination and dates for registration will be published on IIBF website.

STUDY MATERIAL/ COURSEWARE

The Institute has developed a courseware to cover the syllabus. The courseware (book) for the subject/s will be available at outlets of publisher/s. Please visit IIBF website www.iibf.org.in under the menu "Exam Related" for details of book/s and address of publisher/s outlets. Candidates are advised to make full use of the courseware. However, as banking and finance fields are dynamic, rules and regulations witness rapid changes. Therefore, the courseware should not be considered as the only source of information while preparing for the examinations. Candidates are advised to go through the updates put on the IIBF website from time to time and go through Master Circulars/ Master Directions issued by RBI and publications of IIBF like IIBF Vision, Bank Quest, etc. All these sources are important from the examination point of view. Candidates are also to visit the websites of organizations like RBI, SEBI, BIS, IRDAI, FEDAI etc. besides going through other books & publications covering the subject/ exam concerned etc. Questions based on current developments relating to the subject/ exam may also be asked.

CUT-OFF DATE OF GUIDELINES/ IMPORTANT DEVELOPMENTS FOR EXAMINATIONS

The Institute has a practice of asking questions in each exam about the recent developments/ guidelines issued by the regulator(s) in order to test if the candidates keep themselves abreast of the current developments. However, there could be changes in the developments/ guidelines from the date the question papers are prepared and the dates of the actual examinations.

In order to address these issues effectively, it has been decided that:

- (i) In respect of the examinations to be conducted by the Institute for the period February to July of a calendar year, instructions/ guidelines issued by the regulator(s) and important developments in banking and finance up to 31st December will only be considered for the purpose of inclusion in the question papers".
- (ii) In respect of the examinations to be conducted by the Institute for the period August to January of a calendar year, instructions/ guidelines issued by the regulator(s) and important developments in banking and finance up to 30th June will only be considered for the purpose of inclusion in the question papers.

The table given below further clarifies the situation.

Particulars Developments for Examination/s	Cut-off Date of Guidelines/ Important Developments for Examination/s
For the examinations to be conducted by the Institute for the period February 2019 to July 2019	31st December 2018
For the examinations to be conducted by the Institute for the period August 2019 to January 2020	30th June 2019

TUTORIAL/ CONTACT PROGRAMMES

Tutorial/ Contact programmes may be organized by the Institute at various centres. For details in this regard candidates may visit Institute's website www.iibf.org.in.

E-LEARNING:

Institute facilitates e-learning to all the CAIIB papers to enhance the understanding of the concepts. Candidates can access the e-learning (From Desktops and Laptops only) through our website www.iibf.org.in at their convenience and from their place of choice. The user id and password will be sent to all the candidates registered for the examination at their registered email id with the Institute.

DISCLAIMER:

The above said facility of e-learning offered to the candidates is solely at the discretion of the Institute and subject to such terms/ conditions as may be deemed fit by the institute from time to time. Hence no candidate has any right/claim whatsoever against the institute by reason of any technical glitches or any shortcomings as the case may be and the decision of the institute in the event of any dispute there-under will be final and conclusive.

SYLLABUS

The details of the prescribed syllabus which is indicative are furnished in the booklet. However, keeping in view the professional nature of examinations, all matters falling within the realm of the subject concerned will have to be studied by the candidate as questions can be asked on all relevant matters under the subject. Candidates appearing for the examination should particularly prepare themselves for answering questions that may be asked on the latest developments taking place under the various subject/s of the said examination although those topics may not have been specifically included in the syllabus. The Institute also reserves to itself the right to vary the syllabus/ rules/ fee structure from time to time. Any alterations made will be notified from time to time. Further, questions based on current developments in banking and finance may be asked.

Candidates are advised to refer to financial newspapers/ periodicals more particularly "IIBF VISION" and "BANK QUEST" published by the Institute.

CENTRAL BANKING

Module - A: Rationale and Functions of Central Bank

1. Evolution and Functions of Central Banking: Evolutions of Theory and Practice of Central Banking, Development of Central Banks in Developed and Developing countries.
2. Functions of a Central Bank: Banker to Government, Banker to Banks, Monetary policy Functions, Currency Issue and Management, Payment system function, Maintaining Internal and External values of currency, Regulation, Facilitation and supervision of Financial System, Promotional Functions to support growth and other National objectives, Development of Financial Markets, Institutions and communication policies.
3. Contemporary Issues: Desirability, Autonomy and independence, Credibility, accountability and transparency of a Central Bank, conflict with fiscal policies.

Module - B: Central banking in India

1. Reserve Bank of India: Organizational evolution, Constitution and Governance, Major organizational and Functional Developments over time, Recent Developments, RBI Act.
2. India Specific Issues: Banking Regulation Act, FEMA, Banking Ombudsman Scheme, Financial Sector reforms, other financial regulators and division of functions. Institutions set up by RBI; NABARD, IDBI, DFHI, IRBI, UTI.

3. Glossary of Central Banking Terms.

Module - C: Monetary Policy and Credit Policy

1. Monetary Policy: Objectives, Reconciling dual objectives, The Taylor Rule, Indicators of Policy, instruments of policy (Bank Rate, OMO, CRR, SLR etc.), policy Transmission mechanism and channels, transparency of policies, Lags in policy.
2. Credit Policy: Objectives, Theory and Practice, Instruments.
3. An over view of Fiscal Policy: Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Commission.
4. Striking balance between inflation and growth through monetary and fiscal policies.

Module - D: Supervision and Financial Stability

1. Indian Financial System: Constituents of Indian Financial Markets and their Regulation. Evolution of Bank Regulation and supervision.
2. Financial Stability: Financial Development Vs Financial stability, Risks to Financial stability, Early warning signals and remedial action, Liquidity Management, Regulation and supervision of Banks, Risk Management in Banks, The Basel Norms, Prudential Norms, Effect of liberalization and Globalization on Financial Stability, Linkage to International Financial Stability, International standards and codes. Role of Supervisor under Basel Norms.

INTERNATIONAL BANKING

Module - A: International Banking and Finance

- 1) International Banking
 - i) Global Trends and developments in International Banking
 - ii) International Financial Centres, Offshore Banking Units, SEZs.
 - iii) Profitability of International Banking operations
 - iv) Correspondent Banking and inter - Bank Banking
 - v) Investment Banking, Wholesale Banking, Retail Banking, Merchant Banking
 - vi) International Financial Institutions: IMF, IBRD, BIS, IFC, ADB
 - vii) Legal and regulatory aspects
 - viii) Risk Management
- 2) International Finance
 - i) Fundamental Principles of Lending to MNCs, documentation and Monitoring
 - ii) International Credit Policy Agencies and Global Capital Markets
 - iii) Raising resources: Availability features and risks of various Equity and debt products like ECBs, ADRs, ECCBs and other types of Bonds etc., Syndication of loans
 - iv) Project and infrastructure Finance: Investments both in India (FII & FDI) and abroad, Joint ventures abroad by Indian Corporates. Investment opportunities abroad for resident Indians.
 - v) Financing of mergers and acquisitions

Module - B: Foreign Exchange Business

- i) Foreign Exchange Management Act (FEMA) and its philosophy
- ii) Different types of Exchange Rates
- iii) RBI and FEDAI: their role in regulating Foreign Exchange Business of Banks/ other Authorized Dealers.
- iv) Rules regarding rate structure, cover operations, dealing room activities and risk management principles, including correspondent Bank arrangements.
- v) NRI customers and various banking and investment products available to them under FEMA.
- vi) Remittance facilities

Module - C: International Trade

- 1) Regulations covering international trade
 - i) Various Aspects of International Trade, Government policies, DGFT and their schemes, Customs procedures, Banks' role in implementing these policies and schemes

- ii) WTO - its impact
 - iii) Balance of payment, balance of trade, Current account and capital account convertibility.
 - iv) Documents used in Trade: bill of exchange, invoice, Bill of lading, Airways bill, Insurance policy etc.
 - v) Role of Banks in foreign Trade
 - vi) Letters of credit; importance in international trade, various types of LCs, settlement of disputes, UCP 600, INCOTERMS.
 - vii) Exchange control relating to foreign trade. Returns required to be submitted to RBI
- 2) Import/ Export Finance
- i) Laws governing trade finance i.e. FEMA, NI Act, Indian stamp Act, EXIM policy, RBI/ FEDAI guidelines
 - ii) Role of Banks, including EXIM Bank, in financing Foreign Trade, various facilities to Exporters and importers including project finance, Forfaiting and Factoring
 - iii) Risks involved in foreign trade finance: Country risk, Currency risk, Exchange risk, legal risk etc., Role of ECGC.

Module - D: Derivatives

- 1) Treasury operations of banks and corporates
- 2) Derivatives as hedging instruments, types of instruments available in Indian Market.
- 3) RBI rules and guidelines regarding derivatives
- 4) Mathematics of derivative valuation and pricing
- 5) Risk assessment of derivatives, Lessons from recent crisis in derivatives market.

RURAL BANKING

Module - A: Rural India

Demographic features: Population, occupation, literacy, socio-economic development indicators, health, nutrition and education, - urban migration.

Characteristics of Rural Society: Caste and power structure - rural social stratification, Economic Features: Economic life of rural people, share in National income -Trends in per capita income, rural money markets, rural indebtedness, rural poverty - main causes and methods of measuring rural poverty.

Rural infrastructure: Transport, Power, Markets and other services.

Agriculture Economy: Structure and characteristics of Indian agriculture, Role of agriculture in economic development, agriculture-industry linkages, Resources and technical changes in agriculture, constraints to agriculture development, Emerging issues in Indian Agriculture.

Rural Development Policy: Govt. policies and programmes for rural farm and non-farm sectors. Economic reforms and its impact on rural economy.

Rural Issues: Development issues, Management Issues, Marketing issues, Pricing issues.

Module - B: Financing Rural Development

Regulation of Rural Financial Services; Function and policies of RBI in Rural Banking, NABARD Main functions, role, refinance support. Lead bank approach, State level and District Level Credit committees.

Rural Credit Institutions; Co-operative Credit Societies and Banks, Land Development Banks, Regional Rural Banks, Commercial Banks. Role of Information and communication technologies in rural Banking-Models, Financial inclusion & inclusive growth for rural development banking, rural insurance micro insurance scheme, concept of Business Facilitators and Business Correspondents in rural financing.

Financing agriculture/ allied activities; Crop Loans Assessment, Sanction, Disbursement, rephasement. Term loans for irrigation, Farm mechanization, Godowns/ cold-storage facilities etc. Financing allied agriculture activities like Horticulture, Fisheries, Social forestry, etc. Finance against Warehouse/ cold storage receipts.

Financing Rural Non-Farm Sector (RNFS); Importance of RNFS, Segments in RNFS, Role of Development and Promotional Institutions in RNFS

SME Finance; Definition of SME. Importance to Indian economy. Financing of SME and small enterprise Refinance from SIDBI. Project funding techniques and requirement assessment. Cluster based approach and joint finance with SIDBI. MSMED Act 2006, CGTMSE, Working capital assessment of SMEs. Risk rating of SME proposals, role of rating agencies and rating methodology. Revival of sick units; revival package and implementation, Stressed assets under rehabilitation. Debt restructuring mechanism for SMEs.

Module - C: Priority Sector Financing and Government initiatives

Components of priority sector. RBI guidelines.

Government initiatives; Poverty alleviation programmes/ Employment programmes/ Production oriented programmes-rationale and philosophy, progress and impact, problems and deficiencies.

Rural housing and Urban housing schemes under priority sector, their refinance, Educational loans

Module - D: Problems and prospects in Rural Banking

Role of rural banking.

Problems of Rural branches of Commercial banks - transaction costs and risk costs. Technology based Financial Inclusion.

Emerging trends in rural banking-financing poor as bankable opportunity, Micro Credit, Self Help Groups/ NGOs, linkages with banking, latest guidelines of GOI and RBI.

FINANCIAL ADVISING

MODULE - A: Introduction to Financial Advising

Indian financial and investment industry, participants in the Indian finance system, Indian economic and social environment, Role of Regulators viz., RBI, SEBI etc.

Financial counseling- Essentials in financial counseling, Profile of effective counselor, Basic communication principles, Elements of non-verbal behavior, Attending and Listening skills, Counselor leading responses, understanding and meeting client's needs through financial planning, evolution of financial planning as a profession. Marketing of financial services.

Fundamental Investment concepts, The Time Value of Money, Risk-Reward Trade-Off, Diversification -Spreading Risk, Investment Timing,

Direct Investment - What Are They and Who Uses Them?

MODULE - B: FINANCIAL PLANNING

Financial Planning, Role of a Financial planner, Fundamental investment concepts, Asset classes, Asset allocation towards a financial plan, working with clients, gathering initial/ additional information from the client, understanding investor's risk appetite, meeting the client's objectives, Asset Allocation, Good practices in financial planning, Content of a comprehensive financial plan, Recommending financial planning strategies to investors, Asset allocation the strategic tool - Selection of Investment and Insurance Products, Implementation, ongoing Service, Using stop loss, understanding market behavior.

MODULE - C: FINANCIAL INVESTMENT PRODUCTS

Financial investment products - Portfolio analysis & selection, Efficient markets, Securities markets - Primary market, Secondary market, Depository & investment process, regulatory framework, fundamental and technical analysis-basic philosophies and underlying assumptions - Bond and Money markets, Indian debt markets - Securities traded in debt market, Commodities Market, Insurance products, Pension products, Mutual fund industry-products & services, Banking products, Investment in Real estate. Cash generation and return on investment.

Statutory provisions regarding starting of business/ industrial units by NRIs/ MNCs.

MODULE - D: TAXATION

Income Tax law, important definitions-person, Assesse, Agriculture income, capital/ Revenue

receipts/ expenditure, Gross total income, Total income, residential status, Heads of income viz. salaries, income from house property, profits and gains of business or profession, Capital gains, income from other sources, Income exempt from tax, Permissible deductions from gross total income, income tax return, tax deducted at source Tax planning strategies- House wife, Salaried person, Businessman, persons having income from more than one source, Retirement planning and taxation, Tax triggered investments Estate Planning, Will, Administration of an estate, Passing of an asset, Tax planning through wills and trusts, Taxation of Terminal benefits.

CORPORATE BANKING

MODULE - A: Corporate Banking and Finance

Corporate Banking: Meaning and importance, various services provided viz., Cash Management, Salary Payment, Debt Management, Factoring and Forfeiting, Trusteeship, Custodial services, Business advisory, Off shore services, Trade services, Forex Management, etc.

Corporate Deposits: Importance of Institutional deposits vis-a-vis retail deposits

Corporate Finance: Working capital finance, Fund and Non fund based limits and Import-Export finance. Corporate Debt Restructuring.

MODULE - B: Investment Banking

- 1) Meaning and scope of Investment Banking, Evolution, overview of current state of Investment Banking in India.
- 2) Merchant Banking: Advisory services for equity/ debt issues, Management, placement and distribution of equity/ debt.
- 3) Mergers and Acquisitions, Divestitures: Identification, Structuring, Negotiation and Execution, arranging finances etc.
- 4) Corporate advisory services: Capital restructuring, Project advisory, Private equity and Venture capital, Loan Syndication etc.

MODULE - C: Project and Infrastructure Finance

Characteristics of Project Finance - Technology selection, Assessment of technical collaborator - Market Analysis: International competitiveness and SWOT analysis - Assessing the project cost - Means of financing projects - Estimation of project cash flows - Use of free and equity cash flow valuation for assessing projects - Financial Analysis : Break- even point analysis, Decision tree, Scenario analysis and Internal Rate of Return, Sensitivity analysis Common risks in projects - Risk mitigation methodologies in projects - Securitization as a tool for risk mitigation - Project planning - Network techniques for project implementation - Disbursement, supervision and follow up of project by lender - Infrastructure financing cash flow deal agreement with parties involved - SPV - Monitoring and follow-up of the project

RETAIL BANKING

MODULE - A: Introduction

History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate/ Wholesale Banking

MODULE - B: Retail Products

Retail Products Overview - Customer requirements, Products development process, Liabilities and Assets Products/ Description of Liability products, Description of Asset Products, Approval process for retail loans, Credit scoring.

Important Asset Products -

Home Loans - Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection.

Auto/ Vehicle Loans - Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection.

Personal Loans Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection.

Educational Loans Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments.

Credit/ Debit Cards - Credit Vs Debit Cards, Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points.

Other Products/ Remittances/ Funds Transfer

MODULE - C: Marketing/ Selling of retail products, MIS and Accounting

Retail Strategies; Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans, with OEMs/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans

Delivery Channels - Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking. Selling Process in retail products - Direct Selling Agents.

Customer Relationship Management - Role and impact of customer relationship management, Stages in customer relationship management process.

Regulations and compliance

Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information from disbursement till final settlement of the loan amount. Analytics/ Alerts.

Accounting entries - Loan process and the relevant accounting including EMI Computation.

MODULE - D: Other issues related to Retail Banking

Securitization, mortgage based securities.

Trends in retailing - New products like Insurance, Demat services, online/ Phone Banking, Property services, Investment advisory/ Wealth management, Reverse Mortgage - Growth of e-banking, Cross selling opportunities.

Recovery of Retail Loans - Defaults, Rescheduling, recovery process. SARAFESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents - RBI guidelines.

CO-OPERATIVE BANKING

MODULE - A: Principles and Laws of co-operative Banking Law and rules relating to Co-op Banks

Principles of Co-operation - brief overview of structure of co-operative credit institutions - Membership - Legal aspects of banking operations - Banking related laws - Provisions of Bankers Book Evidence Act - Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 -Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002- The Consumer Protection Act, 1986 - Banking Ombudsman

MODULE - B: Co-operative Banking Operations

Deposits, Credit & Investment Management

Different Deposit Products - Deposit Policy - Credit Management Loans and advances - Priority sector lending - MSME financing - Personal Finance - Banker - Customer relations - Garnishee orders and Attachment orders, Bankers' right of lien, set-off and appropriation - Indemnities and Bank Guarantees; Loan Policy - Management of NPA - Investment Management - CRR/ SLR Management - Financial Markets - guidelines of RBI/ NABARD in regard to investment - Money Market - Call money - Repos and Reverse Repos - Foreign Exchange Market - Debt market - Bancassurance - Meaning and Scope of Investment Policy

MODULE- C: Technology, Risk management

Technology Banking - Electronic Payment systems/ core banking solutions - Electronic funds transfer systems - RTGS - Risk Management - Exposure limits - Asset Liability Management - Capital Adequacy – Basel Norms - Profit and Profitability - Approach of Banks to profitability - Effects of NPA on profitability - A profitability model *MODULE- D: Supervisory and Regulatory aspects*

Banking Regulation Act (As applicable to Co-op. Banks) - Role of R.B.I. -Supervision and control - Branch licensing - Inspection/ Audit - Statutory/ Reserve requirements – R.B.I. guidelines on Deposits, Advance, Priority sector lending, Weaker section lending, Control Returns - Recommendations of Marathe Committee, Madhav Rao Committee and Vaidyanathan committee - Role of Directors and Corporate Governance Best Practices - Management Information System.

HUMAN RESOURCES MANAGEMENT

Module - A: Human Resources Management

- 1) Concepts, Policies and Practices: Fundamentals of HRM; Importance of Human Capital, Management of transformation, New insights into HR Management and contemporary issues, Relationship between HRM and HRD; Structure and Functions, Policies and Practices, Role of HRD professional, Development of HRM in India.
- 2) Behavioral Dynamics in organizations; Person - Job Fit, Group Dynamics, Group Problem Solving and effectiveness, Leadership and Team building, Change Management, Human Response - Implications of benchmarking; TQM, BPR, ISO 9000 Series and other techniques for Organizational improvement and Management of Service Industry; Quality Circles. Six Sigma and its implication in organizational development.
- 3) Organizational Change and Development; Responsibility Charting, Conditions for Optimal Success, Role of Change Agent and Managing Change.
- 4) HRM in Banks: Traditional Role of Human Resources Department in Banks, Expectations from HR Department, Conflict of new initiatives with work culture and capacity, Major HRM challenges facing Banks, Core Banking and HR challenges,
- 5) Knowledge management in Banks; Need for Knowledge Management Officer, Role in the Banks, HRM and Information Technology, Information and Database Management, Preparation and updation of Manuals and job cards, Linkage with Educational Institutions.

Module - B: Building an HR strategy

- 1) Strategy Formulation and implementation; Need for a distinctive HR strategy, Formulating the strategy; connecting strategy to organization, aligning HR Systems with decision framework, Relationship between Sustainable strategic success and performance of the organization, Execution of strategy: Role of CEO, Executive team, and line Managers, Succession Planning, HRD Audit, Effectiveness of HRD, Best HR practices in banks.
- 2) Organizational Communication; Barriers to Communications, Steps for effective communication in the organization
- 4) Manpower Planning; Recruitment, Selection, Placement and Promotion. Recruitment Vs Outsourcing: Concept and Feasibility of Outsourcing, advantages, disadvantages and constraints, Compensation; incentive system linked to productivity, dealing with attrition.
- 5) Performance Management and Appraisal Systems: Performance Appraisal System, Role of PAS, Emerging Trends, 360-degree performance Appraisal, Appraisal Vs Feedback, Competency Mapping, Key Performance Areas (KPA)

Module - C: Motivation, Training and Skill Development

- 1) Human implications of Organizations; Learning and instructions, Learning Processes, Employee Behavior, Theories of Motivation and their practical implications, Motivational strategies, Reward and Incentive schemes, job enrichment, job rotation. Employee Development strategies and Techniques.
- 2) Training and Development; Attitude development, Role and impact of training, Career Path Planning and Counseling, Changing face of Banking, Future of Bank Education, Identification of Training Needs.
- 3) Training Methodology; subject matters of Training, Training infrastructure in Banks, outsourcing of Training, On - the job training, Management of conflict between Training and operations due to manpower constraints, Development of soft skills and communications. Developing competencies through e-learning, virtual learning and self-directed learning. Training measurement and impact.

Module - D: Personnel Management and Industrial Relations

- 1) The personnel functions: Legal aspects of personnel functions, trade unionism and Industrial Relations; Industrial Relations and Negotiations in the Indian Banking Industry, Collective Bargaining Concepts; Bipartite Settlements in Banking, Employee Welfare; Policies and Schemes.

- 2) Grievance Redressal and Discipline; Mechanism and Processes, Discipline Management including Domestic Enquiry, Role of Management and Functions, Conflict Management and Resolution, Frauds in Banks, Risks attached to Delegation of Financial Powers; Precautions and Controls, need for a vigilance Dept. in Banks, Diversity and Gender Issues, Dealing with the cases of Sexual harassment.
- 3) Workers' Participation in Management, Experience of Employee Participation in Indian banking industry.

INFORMATION TECHNOLOGY

Module - A: Introduction to Information Technology

Impact of IT on Banking: Changing Financial Environment and IT as a Strategic Response
 Hardware (H/ W) - Software: (S/ W)

System Software:

Operating Systems (Desktop OS/ Server OS) Windows (Desktop/ Server)/ UNIX (H. P. Unix, Sun Solaris, Linux, IBMAIX)

Computer Languages - 1st Generation Languages (Assembly), 2nd Generation (FORTRAN, ALGOL, COBOL), 3rd Generation (C, C++, C# and JAVA etc.) and 4th Generation Languages (Clipper, Power Builder, SQL etc.) and 5th Generation Languages (Logic Programming Languages)

Database Management System and Relational Database Management Systems (Oracle10g, MS SQL-2005, MySQL)

Application Servers (Oracle 10AS, BeWeblogic, WebShare) Web Servers (IIS, Apache etc.)

Web Browsers (IE 7.0, Firefox etc.)

Application Software: Packaged Software, Custom built Software etc. Computer Networks, Equipment & Data Communication:

Computer Networks: Network Layers, Topologies, Protocols, IP Address Mechanisms, LAN, WAN, VLAN, Intranet, Extranet, Internet, Network Equipment: Cables (BNC, Twisted Pair, Fibre Optics), Connectors, I/Os, Patch Panel, Jack Panels, Network Racks.

Data Communication: CLL, Leased Lines, MPLS, VPNS, ISDN, Satellite Links, Wi Fi, Wi Max., Network/ Security Equipment: Modems, Hubs, Switches, Bridges, Routers, Firewalls, NIDS, HIDS, IPS

Module - B: Systems and Design

Systems Design & Analysis Data modeling, Entity Relationships, Generic Data Modeling, Semantic Data Modeling Normalization (from 1st to 3rd and BCNF, 4th & 5th level of normalization)

Software Development Life Cycle (SDLC) - Various phases of SDLC, In-house/ Out-sourcing, Software Project Management, Computer Aided Software Engineering (CASE)

Tools. System Architecture: Clients (Hardware/ Software), Servers (Hardware/ Software).

Client Server Architecture, 3 Tier Architecture, N-Tier Architecture etc.

Data Warehousing - Data Mining tools

MIS and Organization Support Systems - DSS, EIS, GDSS, Groupware and Multimedia Business Intelligence - Expert Systems, Artificial Neural Networks (ANN) Grid Computing, Virtualization and Consolidation.

Module - C: Applications in Banking

Centralized Banking System/ Core Banking System/ System Administration, Database Administration, Application Server and Application Administration, Network Administration, Domains, ISPS, Hosting, Data Downloads/ Uploads, Band widths, Data Centre, Data Storage Devices, Data Backups/ Restoration, Disaster Recovery Centre

Delivery Channels - ATM, EFTPOS, Phone Banking, Internet Banking, SMS

Banking, Mobile Banking, Credit/ Debit Cards, Smart Cards

E-Mails, SMS alerts

E-Commerce - Secure Electronic Transfer (SET), Payment Gateways (Credit card/ Debit cards), Authentication of payments etc.

PKI - CCA, CA, RA, Digital Certificate, Digital Signature, Non-repudiation of Origin, Non-repudiation of Receipt.

Service - Level Agreement

Module - D: Security, Controls and Guidelines

Threats to Information System: i) Physical (Insiders/ outsiders) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spamming, denial of service attacks etc.

Information System Security Measures, Policy, controls, ISO, 17799, BS7799, IS4477, IS Audit, BCP/ DRP, IT Act 2000, Basel guidelines for E-banking, Various RBI Committee Reports on Information Systems.

IT Service Delivery & Support: Service level management practices, Operations management - work load scheduling, network services management, Preventive maintenance, Systems performance monitoring process tools, techniques, Functionality of hardware, software, data base. Drafting of RFP, system specifications, SLAs, Capacity planning & monitoring, Change management processes/ scheduled, emergency in configuration of production systems, application of patches, releases etc., Incident & problem management practices, System resiliency tools and techniques - fault tolerance, elimination of single point of failure, clustering.

TREASURY MANAGEMENT

Module - A: An overview

- 1) Financial markets
- 2) Treasury
 - i) Objectives of Treasury
 - ii) Structure and organization
 - iii) Functions of a Treasurer
 - iv) Responsibility of a Treasurer

Module - B: Treasury operations

- 1) Liquidity Management - CRR/ CCIL/ RTGS
 - i) Objectives, sources and deployment
 - ii) Internal control, Netting
- 2) Cost centre/ Profit centre, integrated treasury, Planning & control, Risk analysis
- 3) Treasury instruments

Module - C: Treasury & International Banking

- 1) Global scenario and treasury operations
- 2) Exchange rate mechanism
- 3) Dealing and trading operations: control and orderly conduct, moral and ethical codes, checks and balances
- 4) Revaluation: Mark to market and profit calculations, VaR (Value at risk)
- 5) Components of multi-currency balance sheet

Module - D: Risk Management

- 1) Treasury and investment policy
- 2) Structure: Front office, Back office and Mid office
- 3) Accounting, valuation and exposure norms
- 4) Role of information technology in treasury management
- 5) Regulation and compliance
- 6) Internal & External audit

RISK MANAGEMENT

Module - A: An overview

- 1) Risk definition/ policies
 - i) Risk Process-Risk Organization
 - ii) Key risks - Credit risk, market risk, operational risk, liquidity risk, legal risk, interest rate risk and currency risk
- 2) Asset Liability Management
 - i) ALM Concept
 - ii) ALM organization
 - iii) ALCO techniques/ tools

- iv) Simulation, Gap, Duration analysis, Linear and other statistical methods of control
- 3) Risk measurement & Control
 - i) Calculation
 - ii) Risk exposure analysis
 - iii) Risk management/ mitigation policy
 - iv) Risk immunization policy/ strategy for fixing exposure limits
 - v) Risk management policy and procedure
 - vi) Risk adjusted return on capital
 - vii) Capital adequacy norms
- 4) Risk management
 - i) Capital adequacy norms
 - ii) Prudential norms
 - iii) Exposure norms
 - iv) Concept of Mid office
 - v) Forwards
 - vi) Futures
 - vii) Options
 - viii) Strategies and Arbitrage opportunities
 - ix) Regulatory prescriptions of risk management

Module - B: Credit Risk Management

- 1) Introduction
- 2) Basel Norms
- 3) Three pillars of Basel and Capital for Operational risk
- 4) Frame work for risk management
- 5) RBI guidelines on risk management
- 6) Risk rating and risk pricing
- 7) Methods for estimating capital requirements
- 8) Credit risk - standardized approach
- 9) Credit risk - advanced approach
- 10) Credit rating/ credit scoring and rating system design
- 11) Credit Bureaus
- 12) Stress test and sensitivity analysis
- 13) Internal Capital Adequacy Assessment Process (ICAAP)
- 14) Introduction to structured products

Module - C: Operational Risk

- 1) Introduction, Basel Norms
- 2) RBI guidelines
- 3) Likely forms of operational risk and causes for significant increase in operational risk
- 4) Sound Principles of Operational Risk Management (SPOR)
- 5) SPOR - organizational set up and key responsibilities of ORM
- 6) SPOR - policy requirements and strategic approach for ORM
- 7) SPOR identification, measurement, control/ mitigation of operational risks
- 8) Capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods
- 9) Computation of capital charge for operational risk

Module - D: Market risk

- 1) Introduction and definition
- 2) Prescriptions of Basel Norms
- 3) Liquidity risk
- 4) Interest rate risk
- 5) foreign exchange risk
- 6) Price risk (Equity)
- 7) Commodity risk
- 8) Treatment of market risk under Basel

- i) Standardized duration method
- ii) Internal measurement approach - VaR

Module - E: Risk Organization and Policy

- 1) Risk Management Policy
- 2) Inter - linkages to - Treasury
- 3) Credit
- 4) ALCO

IMPORTANT RULES/ INFORMATION FOR CANDIDATES

1. ADMIT LETTER OF EXAMINATIONS:

- a. Admit letter to all eligible candidates will be emailed to the candidates in their email id registered with the Institute, 10 days before the examination date.
- b. Admit letter of all eligible candidates will be hosted on Institute's website www.iibf.org.in under the menu 'Exam Related', 1 week before the examination date.
- c. For downloading and printing of admit letter from the above mentioned website, candidates will have to enter the following:
 - i. Membership or registration number as **login id**
 - ii. **Edit profile password.**
 - iii. If candidates do not remember their Edit profile password, they have to click on the 'Forgot password/ Get Password' button after entering the Membership or Registration number. On clicking fresh edit profile password will be sent to their registered email id.
- d. Candidates are required to **produce printed copy of admit letter** along with Membership identity card or any other valid photo ID card in original (Aadhaar card/ e-Aadhaar/ Employer's card/ PAN Card/ Driving License/ Election voter's card/ Passport etc.) at the examination venue.
- e. **In the absence of printed copy of Admit Letter and Photo Identity Card, candidates will be denied permission to write Examination.**

2. MOBILE PHONES

- a. Mobile phones and other electronic/ smart gadgets (except calculator as permissible) are not allowed in the examination hall. It is clarified that mere possession of mobile phone and other electronic/ smart gadgets in the examination hall whether in switch off mode or silent mode shall also be deemed to be resorting to adoption of unfair means in the examination.

3. USE OF CALCULATOR

- a. Candidates will be allowed to use battery operated portable calculator in the examination. The calculator can be of any type up to 8 functions i.e. (Addition, Subtraction, Multiplication, Division, Percentage, Sq.-root, Tax+ and Tax -), 12 digits.
- a. Attempt to use any other type of calculator not complying with the specifications indicated above or having more features than mentioned above shall tantamount to use of unfair means. Scientific calculator is not allowed.

4. OTHER RULES/ INFORMATION

- a. Candidates should ensure that they sign the Attendance Sheet.
- b. Candidates are advised to reach the Examination Venue before the reporting time mentioned in the admit letter. **No candidate/s will be permitted to enter the Examination Venue after the gate closing time mentioned in the admit letter.**
- c. **No candidate will be permitted to leave the examination venue in the first 60 minutes from the scheduled start time of the examination.**
- d. **Candidates should occupy the seat mentioned against each subject in the Admit letter.**
- e. Candidates would be able to login to the system only with the password mentioned in this Admit Letter. This password should not be disclosed to others. Keep it safe to avoid the possible misuse.

- f. If the examination could not commence on scheduled time or there is delay due to Failure of power, Technical snag of whatsoever nature or for any such reason having bearing upon the conduct of examination; candidates have to:
 - i. Wait till resumption of power supply/ solving of technical snag.
 - ii. Take-up the examination at other venue arranged by the examination conducting authority.
 - iii. Follow instructions given by the examination conducting authority.
- g. Candidates are required to strictly follow all the instructions given by the examination conducting authority during the examination and adhere to Rules of the examination.
- h. Violation of any of the Rules/ Instructions, misuse of the Admit Letter will be considered to be an act of serious misconduct and the Institute will take action as per the Rules of the examination, which will also be reported to the employer of the candidate.

5. RULES, PENALTIES FOR MISCONDUCT/ UNFAIR PRACTICES:

- a. Communication of any sort between candidates or with outsiders is not permitted and complete silence should be maintained during the examination.
- b. Copying answers from other candidates/ other printed/ Electronic material or permitting others to copy or consultation of any kind will attract the rules relating to unfair practices in the examination.
- c. No candidate shall impersonate others or allow others to impersonate himself/ herself at the examination.
- d. No candidate shall misbehave/ argue with the Examination Conducting Authorities at the centre.
- e. Candidates have to compulsorily return any papers given including that given for rough work to invigilator.
- f. Candidates should not possess and/ or use books, notes, periodicals, etc. in the examination hall at the time of examination/ or use mathematical tables, slide rules, stencils etc. during the examination.

If any candidate violates any of the above rules, it will be considered to be an act of misconduct and he/she will be liable for punishment.

PLEASE REFER INSTITUTE'S WEBSITE UNDER THE MENU "EXAM RELATED" FOR DETAILS OF DEBARMENT PERIOD FOR UNFAIR PRACTICES ADOPTED BY CANDIDATES DURING CONDUCT OF INSTITUTE'S EXAMINATIONS.

6. RESULT ADVICE/ CONSOLIDATED MARKSHEET/ FINAL CERTIFICATE

- a. Result Advice of candidates will be hosted on Institute's website on declaration of result, which can be downloaded by the candidates.
- b. Consolidated mark sheet for candidates completing examination having more than one subject, will be available on the Institute's website after the declaration of results. Candidates can download the same after entering login credentials using their membership number and edit profile password.
- c. Final certificates will be sent by speed post within 2 months after the declaration of result.

MULTIPLE CHOICE QUESTIONS (MCQs) AND ANSWERS

"The Institute conducts its examinations through Multiple Choice Questions (MCQs). These MCQs are part of the Question Bank of the Institute and its Intellectual Property. As a matter of policy, these MCQs and their answers will not be shared by the Institute with the candidates or others and no correspondence in this regard will be entertained."

CONTACT DETAILS:

Register your queries through website www.iibf.org.in > Members/ Candidates Support Services (Help) or email all your queries to care@iibf.org.in

MEMBER SUPPORT SERVICE OFFICE:

Indian Institute of Banking & Finance
191-F, Maker Towers, 19th Floor,
Cuffe Parade, Mumbai - 400 005
Tel.: 022-2218 3302/ 2218 5134

FOR TRAINING/ CONTACT CLASSES RELATED QUERIES CONTACT:

Leadership Centre

Indian Institute of Banking & Finance

Kohinoor City, Commercial-II, Tower-I, 3rd Floor,

Kirolo Road, Off L. B. S. Marg, Kurla West, Mumbai 400 070.

Tel.: 022 25039746/ 9604/ 9907

E-mail: training@iibf.org.in

PROFESSIONAL DEVELOPMENT CENTRES:

South Zone	North Zone	East Zone
Indian Institute of Banking & Finance No. 94, Jawaharlal Nehru Road, (100 Feet Road), Opp. Hotel Ambica Empire, Vadapalani, Chennai – 600 026. Tel. : 044-2472 2990/ 2472 8587 E-mail : iibfsz@iibf.org.in	Indian Institute of Banking & Finance 102-113, Vikrant Towers, 1st Floor, 4 Rajendra Place, New Delhi – 110 008. Tel. : 011-2575 2191/ 92 E-mail : iibfnz@iibf.org.in	Indian Institute of Banking & Finance Hindusthan Building (Annexe), 7th Floor, 4, C. R. Avenue, Kolkatta – 700 072. Tel. : 033-2212 4992 E-mail : iibfez@iibf.org.in

CORPORATE OFFICE: Indian Institute of Banking & Finance, Kohinoor City, Commercial-II,

Tower-1, 2nd Floor, Kirolo Road, Kurla (West), Mumbai - 400 070

Tel.: 022-2503 9746/ 9604/ 9907