



**Indian  
Institute of  
Banking & Finance**

ISO 21001 : 2018 Certified

# **Advanced Management Programme In Banking & Finance 2024-25**

## **Programme Highlights**

- Management and Leadership skills
- Weekend online classes for convenience of working professionals
- Module based learning
- Interactive and case study-based approach
- Immersion programme at IIM, Calcutta and IIBF, Mumbai campuses



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## 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 10,79,485 individual members, 545 associate members, 348 fellow members, and 656 institutional members. The institute is the largest of its kind in the world. IIBF's flagship courses- JAIB and CAIB are attended by 2.2 lakhs candidates each year. In addition to the flagship courses JAIB and CAIB, IIBF also conducts 7 Diploma courses, 5 Capacity building courses and 48 Certificate Courses.

IIBF offers e-learning courses for 18 of its certification courses and has well accepted self-paced e-learning certification courses(4) – “Digital Banking”, “Ethics in Banking”, “Climate Risk-Foundation and Climate Risk -Advanced.”

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 conducts virtual training programs for its Blended Certification courses, and for many other programs customized as per Industry needs.

With a constant endeavor to meet the growing requirement for filling the skill gap of professionals, the Institute has established Professional Development Centres at Delhi, Chennai, Mumbai 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.*



## **13th Advanced Management Programme in Banking & Finance**

### **About the Course**

The business models of the banks are undergoing a change with newer players entering the financial service space and disrupting the traditional rules of the competition. Technology and competition have disrupted the banking and financial sector.

Banks and financial institutions have to revisit their existing business models continually in order to adapt to the changes in economic, technological and regulatory environments.

The digital revolution has changed the face of financial services and led the sector to become more customer-centric. Increased collaboration of banks and NBFCs has facilitated introduction of model-based lending like co-lending creating new opportunities.

As society harnesses the benefits of emerging technologies, financial system needs to pay attention to underlying risks and hence take precautionary measures for data security and privacy, legal compliance, and ethical questions. These aspects will also require banks to reskill and upskill the existing workforces and adapt to the changing digital landscape in a sustainable way.

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

The participants of the programme have been benefitted immensely from the programme and are successful in discharging their duties effectively.

AMP was started in January 2013 at the IIBF Leadership Centre, Mumbai. Twelve Batches of AMP have been completed so far with total 478 successful participants from different Banks/Financial Institutions.

In the past, the program has attracted participants from different Banks/FIs like SBI, Bank of Baroda, Bank of India, Bank of Maharashtra, 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, Axis Bank, J & K Bank, Kotak Mahindra Bank, Barclays Bank, HSBC India, YES Bank, Standard Chartered Bank, Bajaj Finserv, CCIL, NPCI, PNB Housing Finance Ltd., Mahindra Finance, CARE Ratings, IDFC First Bank Ltd., Suryoday Small Finance Bank Ltd, Ujjivan Small Finance Bank, Equitas 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, Telangana State Co-operative Bank Ltd, Karnataka Bank, Ltd and Emirates NBD, Equitas SFB, North-East SFB.

13th 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 April, 2025. 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.

There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them." — John Maxwell



## Objectives

- ◆ Understanding of the changing financial ecosystem .
- ◆ Appreciation of Analytical Skills.
- ◆ Development of Soft Skills.
- ◆ Appreciating importance of Ethics in Business.
- ◆ Sharpening of strategic thinking, business skills & leadership capabilities.
- ◆ To prepare a pipeline of agile and competent leadership in banking & financial sectors.

## Topics Covered on

- ✦ Financial Management
- ✦ Credit Management
- ✦ Risk Management
- ✦ Integrated Treasury Management
- ✦ Audit and Compliance
- ✦ Emerging Technologies and digital transformation
- ✦ Strategic Leadership
- ✦ Organizational behaviour
- ✦ Business Ethics

## 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.
- ✓ Online lectures with top faculties from IIBF and reputed subject matter specialists.

## 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 any break. The course encourages cross- culture learning and helps the participants to keep pace with the changes in the industry. Designed for professionals looking for continuous professional development and career growth.

## Evaluation/Assessment

- ◆ Assessment includes Attendance, Class-room Performance, Assignments, Group Presentations and Online exams (Module wise), and Project Work.
- ◆ 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 the Institute.

## 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 shared beforehand.)





## Testimonials



**Mr. Jitendra Rautela**

**Deputy General Manager, Union Bank of India**

The programme offers a well-rounded approach to banking by integrating both theoretical knowledge and practical industry insights. The "Leaders Speak" series provides a valuable opportunity for the participants to gain first hand knowledge from those at the forefront of the industry. Additionally, the management development programme at IIM, Calcutta, adds prestige and a deeper level of learning to the curriculum. The flexibility of the programme, being online and on weekends, is definitely a big plus for professionals who want to enhance their skills without disrupting their work commitments. Continuous professional development is crucial in any field, especially in fast-paced industry like banking and this programme provides an excellent platform for ongoing growth and learning. Overall, it's a thoughtful and comprehensive programme designed to meet the needs of busy professionals in the banking sector.



**Mr Vijaysinh Patil**

**Deputy General Manager, Bank of Maharashtra**

IIBF AMP seamlessly integrates traditional and modern banking practices, catering to bankers' evolving needs in navigating new challenges with advanced technology. The immersive programs in Kolkata and Mumbai provide valuable educational experiences, fostering interaction with subject specialists. Despite the demanding 10-month schedule, the professors and coordinators have optimized the course, ensuring its engaging and informative nature. Completion of this program is guaranteed to enrich both professional skills and personal development.



**Ms Rashika Jain**

**Senior Manager, Bank of Baroda**

I would like to extend my heartfelt gratitude for the AMP course, which has provided me with a broader perspective on the banking scenario. It strikes a perfect balance between theory and practice, offering insights into the current banking landscape. The immersion programs held at IIM Calcutta and IIBF Mumbai provided invaluable learning experiences on leadership styles and communication skills. I consider myself fortunate to have been a part of this remarkable journey.



**Mr Priyam Ghosh**

**Vice-President, AXIS Bank**

Regarding, the AMP Programme, it was a great learning experience and I am thankful to IIBF for running such an exhaustive programme for bankers. It helps bankers in their mid of their careers to redefine their future career goals. The program helped us to think on the areas we want to excel. Further the experience one gets to visit IIM Calcutta campus and IIBF campus at Mumbai was a life time experience. The project work which every participant needs to complete is another very fantastic aspect of the program, it gives us the deep insights on the chosen topic where research is done.

The course inspires me to study more and explore new areas to up skills our own skills sets.



**Mr. Devakanth Nori**

**Assistant General Manager, Union Bank of India**

"Knowledge is Divine". With regard to Banking Ecosystem if we intend to gain knowledge in all the areas of Banking then there is no better programme than AMP of IIBF. It gives me immense pleasure to be part of 12th AMP batch where experienced faculty helped me in enriching my knowledge. The curriculum was very comprehensive which covered all the aspects of Banking in detailed. The learning I got from IIM Calcutta and IIBF Mumbai physical classes is phenomenal which enhanced my communication skills and Leadership capabilities. The Leadership speech sessions where MDs and EDs of various Banks addressed us was worth listening as we get the latest updates in the Industry and we get an opportunity to understand the way the Top management think about the future Banking. I thank IIBF from bottom of my heart for giving me this opportunity to be part of this programme.



## Testimonials



**Mr M Navaneetha Krishnan**

**Deputy General Manager, Tamilnad Mercantile Bank Ltd**

AMP has been a transformative experience for me, offering a comprehensive overview of the banking industry. Needless to say, this course curriculum has been devised in such a way that it is instrumental in shaping professionals, for top-level management giving a holistic perspective of the banking sector. AMP has kept me abreast with the emerging scenarios of the banking world. The knowledge imparted by industry experts and the exposure to cutting-edge concepts have been invaluable. The modules covered in this course have equipped me with the necessary skill-sets to make proper decisions, and has improved my competency, certainly an immense value addition to my professional journey. I strongly recommend this course to anyone aiming to advance their career in banking and finance. The insights and knowledge acquired are genuinely impactful.



**Ms Gayatri Kampa**

**Assistant General Manager, Bank of India**

AMP was a transformative decision for me. This program exceeded my expectations in every aspect. The comprehensive curriculum provided deep insights into various facets of Banking and Management, equipping me with invaluable knowledge and skills essential for navigating today's dynamic business landscape. The faculty members were exceptional, bringing a wealth of industry experience and academic expertise to the table, their passion for teaching and commitment to student success were evident in every session, making learning both engaging and impactful. Through case studies, group projects, and interactive discussions, I gained a nuanced perspective on strategic decision-making, leadership, finance, marketing, and more. The networking opportunity was invaluable, interacting with peers from diverse backgrounds in Banks/ FIs enabled me to broaden my horizons, exchange ideas, and build lasting professional relationships. Overall, IIBF's AMP has been a game-changer in my career.



**Mr Kannan K**

**Senior Manager, City Union Bank Ltd**

The AMP has been a transformative experience for me both personally and professionally. The comprehensive curriculum, expert faculty, and interactive learning environment have equipped me with invaluable skills and insights that have significantly enhanced my ability to lead effectively in today's dynamic business landscape. Throughout the programme, I was grasping cutting-edge concepts, best practices, and real-world case studies that kindled me to think critically, innovate, and adapt to ever-evolving challenges. The diverse cohort of counterparts from various institutions provided a rich exchange of ideas and perspectives, fostering a collaborative learning environment that extended beyond the classroom. The networking opportunities facilitated by the programme have also expanded my professional connections. I can confidently say that the AMP has been instrumental in accelerating my career growth and empowering me to make a meaningful impact in my career.



**Mr Hemanth Mudigonda**

**Senior Manager, Telangana State Co-op Apex Bank Ltd**

I would like to express my heartfelt gratitude for the "Advanced Management Programme" (AMP) in Banking & Finance, offered by Indian Institute of Banking & Finance. This course has provided me with a thorough understanding of all aspects of banking, that greatly enhanced my skills and knowledge. The immersion programs at IIM Calcutta and IIBF Mumbai offered unique insights into leadership styles and communication skills. With the knowledge sharing of experienced seasoned bankers, academicians, and industry experts, the program gave me invaluable insights and practical knowledge crucial for the development and advancement of my career in the banking sector. Most importantly, interacting with fellow bankers enriched my learning experience and provided diverse perspectives on industry challenges and solutions.



**Ms Haveela Miryam Doppalapudi**

**Manager, Canara Bank**

Advanced Management Course has been a transformative educational journey for me. The program's unique blend of theoretical knowledge and practical applications in strategic management, financial analysis, and leadership development has immensely enriched my professional skill set. The Professors from IIM Calcutta, through their case study approach, connected academic concepts to real-world scenarios, making learning dynamic and impactful. Master class at IIBF Mumbai on leadership pipeline and succession planning stood out, offering deep insights and practical strategies that I find invaluable. The course's hybrid structure, with online classes on weekends, provided the flexibility needed to balance professional and personal commitments. The diverse cohort further enriched the learning experience, providing a platform for valuable networking. This course has not only enhanced my management skills but also prepared me for significant career advancement.



## Modules

Management Development Programme at IIM, Calcutta comprising of :

- Introduction to Management
- Macro-Economics for Banking
- Organizational Behavior & Change Management
- Strategic 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. Priority Sector Lending, Agriculture, Retail and MSME Financing
6. Credit Monitoring and Recovery Management
7. MIS and Quantitative Techniques
8. Integrated Risk Management
9. Treasury Management
10. Information Technology and Cyber security in Banks, Emerging Technologies

### SEMESTER – II

11. International Banking and Foreign Exchange Markets
12. Audit and Compliance
13. Investment Banking, Valuations for Mergers & Acquisitions, Valuation of firms & Venture Capital
14. Business Ethics and Corporate Governance
15. Wealth Management and Financial Advisory Services
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
<b>A</b>	<b>Introduction to Management</b>
1.	Introduction to principles of management, Banking organizations - characteristics
<b>B</b>	<b>Macro-Economics for Banking</b>
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. Emerging market dynamics -challenges & opportunities
<b>C</b>	<b>Organizational Behavior and Change Management</b>
1.	Personality & Personal effectiveness
2.	Motivation, group behavior, team building
3.	Conflict Handling & influencing people
4.	Negotiation techniques/Decision making techniques
5.	Leading & Managing Change
<b>D</b>	<b>Strategic Management</b>
1.	Business models, vision, mission, strategy
2.	Concepts, strategic imperatives, core competencies. Design thinking & innovation , Business model innovation , Effective Execution
<b>E</b>	<b>Strategic Marketing Management</b>
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
<b>Total</b>	<b>30 hours</b>



## SEMESTER I

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

Sr. No.	Contents	Hours
A.	<b>Indian Financial Architecture</b>	
1.	Indian Financial System, analyzing macro and micro economic scenario	2
2.	Role of FIs, Differentiated Banks (Payment Banks, Small Finance Banks, Digital Banks, Neo Banks) : National Bank for Financing Infrastructure and Development (NaBFID) Role of NBFCs- Co-lending and collaboration	2
3.	Disruptions in Banking & Financial sector – Banking for the future	1
B.	<b>Banking Resources &amp; related Products</b>	
4.	Introduction to Sources of funds & various liabilities products - Bank's Balance Sheet	2
5.	Capital Structure -Tier-I and Tier-II instruments, Debt Capital	1
C.	<b>Other Banking Products</b>	
6.	Asset products, Comparison with other investment products	1
7.	Product development techniques, Product differentiation	1.5
8.	Banking Products & Services for Financial Inclusion, Microfinance solutions	1.5
9.	Evaluation	1
<b>Total</b>		<b>13</b>

### 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, Limitation Act and Stamping of Documents, Penalty.	3
6.	Consumer Protection Act, Integrated Banking Ombudsman Scheme, Internal Ombudsman RTI	2
7.	Evaluation	1
<b>Total</b>		<b>13</b>



**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	1.5
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.	1.5
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. Dupont Analysis	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.	a) Limitations of Financial statements. Issues of window dressing- Looking Beyond Balance sheet Financing and Dividend Decisions, Designing Capital Structure, Cost of Capital b) Balance sheet disclosures, accounting standards, IND-AS	1 2
7.	Evaluation	1
<b>Total</b>		<b>13</b>



**Module 4 Credit Management**

**(5 Credits)**

Sr. No.	Contents	Hours
1.	Introduction to Management of Credit portfolio - Credit policy of Commercial banks, Concept and Usage of Legal Entity Identifier	1
	Rating based pricing	1
2.	Working capital assessment - different methods of working capital assessment - Operating Cycle method, Turn over method, Cash budget method, CMA Data Analysis	3
3.	Non -fund Based business- Types of NFB Credit facilities, LC, BG, DPG, Standby LC, Regulatory guidelines, Precautions	3
4a.	Project planning, capital investments, capital budgeting, TEV/Feasibility Study of a project. Market, technical and financial analysis.	1
4b.	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
5.	Export finance -Pre-shipment finance, post- shipment finance, Export Credit Insurance, Role of ECGC, WTPSG, WTPCG, Risks in Foreign Trade.	2
6.	Corporate Banking Products, Corporate Services, Cash Management Services, Channel Finance, Supply Chain finance, Financial Advisory Services, Transaction Banking Services	2
7.	Receivables Management -Bill Discounting & Factoring	1
8.	Syndication of Loans, Consortium accounts, Multiple Banking Arrangement, Credit Underwriting, Credit Enhancement	1
9.	Evaluation	1
<b>Total</b>		<b>18</b>





**Module 5 Priority Sector Lending, Agriculture, Retail and MSME Financing (3 Credits)**

Sr. No.	Contents	Hours
1.	Priority Sector Lending - Categories and targets under Priority Sector Agriculture Finance, Retail Loans	1.5
2.	MSME Financing - Relevance- MSME Policy, GoI initiatives, Regulatory Guide Lines, Cluster financing	1.5
3.	MSME Restructuring / Rehabilitation - Hand holding measures, TReDS, Role of SIDBI and CGTSME in MSME financing.	2
4.	Evaluation	1
<b>Total</b>		<b>6</b>

**Module 6 Credit Monitoring and Recovery Management (4 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
<b>Total</b>		<b>14</b>



**Module 7 MIS and Quantitative Techniques**

**(2 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
<b>Total</b>		<b>11</b>

**Module 8 Integrated Risk Management**

**(6 Credits)**

Sr. No.	Contents	Hours
1.	The concept of risk, Types and sources of risk, Risk and economic environment, Risk Management Framework, ICAAP, Stress Testing, Sensitivity Analysis and Scenario Analysis, Assessment of the Risk Appetite of the banks	3
2.	Basel III Guidelines - CCB, Liquidity ratios, Leverage ratio, Framework on Liquidity Standards, LCR, FALLCR, NSFR	2
3.	Credit Risk Management Framework, Rating Process, Concept of RAROC, Monitoring and Mitigation of credit risk, Basel guidelines on Capital Adequacy for credit risk both Standardized and IRB Approaches	3
4.	Climate Risk – Types (Physical Risk and Transition Risk), Climate Risk – Mitigation and Adaptation, UN SDGs, Climate Risk Scenario Analysis (Focus on IPCC and NGFS), Sustainable Finance and Green Finance – Definition and Products, ESG Governance Structure, Risk Disclosure Framework (Focus on ISSB, Current RBI draft), Green Taxonomy (e.g. EU), Measures in India- BRSR, Green Deposit Policy, Sovereign Green Bond Policy.	2
5.	Operational Risk in banks, Categories of operational risk events, Loss Data, RCSA, KRI, and Calculation of capital for operational risk	2
6.	Market Risk Concept and Measurement, VAR, Latest RBI guidelines on Interest rate risk (with case studies)	2
7.	Enterprise -wide risk management	1
8.	Evaluation	1
<b>Total</b>		<b>16</b>



**Module 9 Treasury Management**

**(5 Credits)**

Sr. No.	Contents	Hours
1.	Overview of Treasury Operations Role & responsibility of a Treasurer, Planning & Control, Fund Transfer Pricing. Interest rate quotation and market terminologies. Segregation of duties-FO/MO/BO	1.5
2.	Asset Liability Management, and impact of CRR and SLR,. Liquidity Management -Short term /Long term sources	1.5
3 a	Fixed Income Instruments, Money Market Instruments, Capital Market Instruments, SLR /Non SLR Securities, G Sec/SDL and auction process Bond dynamics, Investment & valuation guidelines	1
3 b	Bond dynamics, Investment & valuation guidelines	1
4.	Fundamental Analysis, Economic Forecast, Technical Analysis, Fibonacci Analysis, Chart Patterns	2
5.	Role of RBI, FEMA,, FEDAI, CCIL and FIMMDA in treasury operations Code of conduct, ethics	1
6.	Financial Derivatives – Nature, types and fundamentals, Risk Management and Hedging Strategies <i>Basic Derivative Products, Structured Derivative Products</i>	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
<b>Total</b>		<b>13</b>



**Module 10 Information Technology ,Cyber security in Banks, Emerging Technologies (6 Credits)**

Sr. No.	Contents	Hours
1.	Digitalization in Banking , Various committees IT Governance ,IT Infrastructure,Physical and Environmental controls Digital Personal Data Protection Act, 2023.	2
2.	IT and Information Security Risk Management Framework	1
3.	Business Continuity Plan (BCP) and Disaster Recovery (DR) Policy	0.5
4.	Information Security Policy	0.5
5.	Alternate delivery channels. Technological and operational Customer protection measures. RBI guidelines for protection of customers in electronic banking wallet	1
6.	Electronic Payments & Settlements Systems in India, Pre- paid instruments Role of RBI, NPCI, CCIL in various modes of electronic remittances, Payment Vision 2025	1
7.	Evolution of Fintech industry - different business models,. Competition and coordination among the banks, and the Fintech Industry. RBI regulations for Fintechs Regulatory sand-box framework by RBI. Digital Lending Eco-system	2
8.	Cyber Security Policy Cyber Frauds and Cybercrimes in Banking, Brief about various types of IT frauds. Cyber Crimes , modus operandi , combating Cyber threats, IT Act 2000 with amendments, creating awareness on Cyber Security matters for Staff & Customer.	3
9.	Emerging Technologies – AI & ML – Concept and Applications	3
10.	Data –Gathering, Storage, Manipulation, Characterization Robotic Process automation (RPA), Internet of Things (IoT), Cloud Computing	3
11.	<ul style="list-style-type: none"><li>Distributed Ledger System, Blockchain History &amp; evolution, Blockchain applications , cases</li><li>Digital Currency including Cryptocurrencies - Downside &amp; potential risks</li><li>CBDC, Global scenario, RBI CBDC implementation methods</li><li>CBDC, Global scenario, RBI CBDC implementation methods</li></ul>	3
12.	Data Science <ul style="list-style-type: none"><li>Data Science &amp; Big data analysis. Basis of Data modelling &amp; Data visualization.</li><li>Concept of Decision Trees in Data Science , classification and regression trees (CART), and other methods/models, their applications.</li><li>Data in the cloud, Data security – Protecting Enterprise assets.</li></ul>	3
13.	Evaluation	1
<b>Total</b>		<b>24</b>





## SEMESTER II

### Module 11 International Banking and Foreign Exchange Markets

(5 Credits)

Sr. No.	Contents	Hours
1a.	Foreign Exchange Market Structure & Dynamics – Types of FX transactions (Merchant / Cover / IB) Exchange Rate Mechanism (spot / cross/ forward), FEDAI Rules, ARRs Role of EXIM Bank- Line of Credit	2.5
1b.	FEMA, RBI Guidelines on Exports & Imports, RBI guidelines on EDPMS / IDPMS, Merchanting Trade, FTP	2.5
2.	Incoterms 2020, URC, URR, SBLC, UCPDC-600,e-UCP,ISBP, SWIFT	1
	UCPDC-600,e-UCP,ISBP, SWIFT	2
3.	Corporate Perspectives- Types of Exposures, Management of Exposure Trade Advisory Services, Forex Management Advisory Services Foreign Currency Loans (Export, FCNRB, ECB),	2
	Correspondent Banking Services, Syndication of loans, ECB	1
	Forfaiting, FATCA, Trade Based Money Laundering (TBML)	1
4.	Guidelines on NRI Deposits Remittances Remittance facilities for Residents and Non-Residents	1
5.	International Banking Strategies, Host country regulations, business plan formulations,	2
6.	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;	3
7.	ODI, FDI, non-deliverable Forward Market, Role of GIFT City, IBU, IFSCA	1.5
8.	Mechanism for Rupee Trade Settlements -RBI guidelines	0.5
9.	Evaluation	1
<b>Total</b>		<b>21</b>



**Module 12 Audit and Compliance**

**(4 Credits)**

Sr. No.	Contents	Hours
1.	Risk - based Internal Audit. Different types of Audits - Concurrent Audit, Revenue Audit , Internal audit, Management audit, Stocks and receivables Audit, Forensic Audit, Statutory Audit and Regulatory Audit, LFAR - Audit Rating, System audit.	1 2
2.	Compliance function in a Bank- Scope and role. Compliance Culture, Role of CCO Compliance related to KYC /AML / CFT norms, FATF, FIU, AML returns, CTR, STR, CCR, Transaction Monitoring Framework for identification of Compliance Risk e-KYC, Video KYC FATCA	1 2.5
3.	Risk Based Supervision	1.5
4.	Fraud Risk Management framework , Red Flag Indicators	1
5.	Guidelines on Digital Banking Units-	0.5
6.	OFAC guidelines, Foreign Contribution Regulation Act.	0.5
5.	Evaluation	1
<b>Total</b>		<b>11</b>

**Module 13 Investment Banking, Valuations for Mergers & Acquisitions, Valuation of firms & Venture Capital**

**(2 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	2
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
<b>Total</b>		<b>10</b>



**Module 14 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	2
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
<b>Total</b>		<b>9</b>

**Module 15 Wealth Management and Financial Advisory Services**

**(2 Credits)**

Sr. No.	Contents	Hours
1.	The Investment Landscape- Equity Markets Regulatory Framework of Financial Markets	1
2.	Towards a Financial Plan (Retirement Planning & Tax Planning) Financial goals ,Assessing risk tolerance ,Analysis of insurance needs, Analysis of retirement savings ,Analysis of investment preferences	1
3.	Asset Allocation and Wealth Management Asset allocation ,Rebalancing strategies,Active management Wealth management process	1
4.	Investment Performance Management Types and measures of return, Evaluating performance, Weighted-Sharpe Ratio,Treynor Ratio,Jensen's Index / Alpha Benchmark construction and comparisons	1
5.	Principles of Investment Risk Standard deviation, Covariance, Correlation coefficient (R), Coefficient of determination, Beta	1
6.	Portfolio Management and Investment Theory Capital Asset Pricing Model (CAPM),Capital market line Security market line Arbitrage pricing theory, Efficient Market Hypothesis (EMH), Random walk theory	2
7.	Behavioral Finance Vs Standard Finance Statutory Regulations covering Third Party Products - Bancassurance, Mutual Funds	1
8.	Ethics in Wealth Management, SEBI guidelines, ESG Factors and responsible investing	1
9.	Evaluation	1
<b>Total</b>		<b>10</b>



**Module 16 Business Analytics**

**(3 Credits)**

Sr. No.	Content	Hours
1.	Analytics in Banking, Different Facets of Setting Up Analytics Practice, analytics road map Descriptive, predictive and prescriptive analytics using Big data approach. Challenges and opportunities of data and banking analytics in future – Leveraging Business Analytics to stay competitive	2
2.	Credit & Risk Analytics - Prediction of Default: - Managing & Measuring Risk and Returns, Cash Flow models through Simulation, Anomaly Detection - detecting fraudulent patterns, credit scoring using ML	3
3.	HR Analytics - Incentive Plan Design, Fairness & Justice, Employee Engagement, Feedback and Model Recalibration with Managerial Implications	1
4.	Social Media Analytics - Sentiment Analysis, Social Networks in Banking Sector, Social Media Metrics (Centrality Measures), Network Density, Detecting Communities, Clustering. Marketing Analytics	1
5.	Financial Analytics for Decision-Making - Introduction to Financial Analytics - Financial Data Analysis Techniques - Forecasting and Predictive Analytics - Risk Analytics and Management - Decision-Making with Financial Analytics – Case studies	2
6.	Evaluation	1
<b>Total</b>		<b>10</b>





**Module 17 Integrated Marketing Management**

**(3 Credits)**

Sr. No.	Contents	Hours
1.	Strategic Marketing Importance of Marketing in Banks, Types of Marketing including Digital Marketing of Banking products.	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, Product Penetration	3
4	Customer Communication - Campaign Design & Execution: Up - Sell, Cross - Sell, Retention & Wealth Advisory Enhancing Customer Value, Customer Experience & Brand Loyalty	2
5	Evaluation	1
<b>Total</b>		<b>11</b>

**Module 18 Human Resources Management**

**(2 Credits)**

Sr. No.	Contents	Hours
1	Basics of HR Management ,Major HRM challenges facing banks, Impact of VUCA in Banking Industry,Role of HR in Organizational Change Management	3
2	Competency Mapping and Competency based HRM practices in the areas of HR Planning and Performance Management. Grievance handling Mechanism, Effectively Managing Employees using Progressive Discipline.	2
3	Leadership models and Types-Issues and effectiveness, Mentoring in Banks Risk attached to Delegation of Financial Powers	3
4	Talent Management ,Creating leadership pipeline/Succession Planning	3
5	Balance between EQ and IQ	1
6	Developing Employees - Employee Engagement /motivating employees / Collaboration	1
7	Evaluation	1
<b>Total</b>		<b>14</b>

**Module 19 Corporate Communication**

**(1 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
<b>Total</b>		<b>8</b>



## 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 2024 and will end in April 2025.

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

Minimum pass marks will be 50% for each module.

4. Successful participation at Management Development Programme at IIM, followed by an Evaluation.
5. Overall assessment is on Cumulative Grade Point Average (CGPA) system, for which, each module has been assigned number of credits.
6. 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.
7. 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. Last Date for receipt of applications is 11th June 2024**

**Number of seats - 90**



## COURSE FEES

Fees per participant: ₹1,50,000 + 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 ₹	1,50,000/-	+ GST *

### b. Option 2 – in three installments

1 <sup>st</sup> Installment at the time of joining the Course		
Course Fee ₹	60,000/-	+ GST *
2 <sup>nd</sup> Installment by 31 <sup>st</sup> August, 2024		
Course Fee ₹	50,000/-	+ GST *
3 <sup>rd</sup> Installment by 31 <sup>st</sup> October, 2024		
Course Fee ₹	40,000/-	+ 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 three-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, 2024) 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.



**Mr LVR Prasad**

Director (Training)

Sri LVR Prasad is a B.Sc. and MBA (Banking & Finance) holder. He has also completed CAIIB. He has 40+ years experience in banking in different areas like forex, HR related fields, Credit matters & branch operations etc. He retired as Chief General Manager from Canara Bank. He was on the board of M/s. Canara HSBC OBC Life Insurance Co Ltd., which is the 10th largest Life Insurance company, during the period July 2020 to March 2022. He was deputed to Central Vigilance commission, New Delhi, as Advisor (Banking) and handled matters pertaining to different organizations. He was on various committees of IBA on HR matters, when he was HR head at Canara Bank, overseeing 90,000+ employees. Prior to joining IIBF, he was Internal Ombudsman in Central Bank of India.



**Dr Narinder Kumar Bhasin**

Head - Professional Development Centre, Northern Zone, Delhi

Dr N K Bhasin is a Senior Banking professional and Researcher with 30+ years in Banking and 10+ years in academics. He holds PhD in Management, MBA, CAIIB. He has worked in banks like ANZ Grindlays bank, Standard Chartered, ING Vysya Bank, HDFC Bank and Axis Bank and also Professor-Banking in Amity University. He has authored multiple publications in Scopus indexed and other reputed international journals. He is a fellow member of IIBF. He has got the IBA C H Bhaba Research and Scholarship and IIBF Diamond Jubilee Overseas Research Fellowship. He has got AIMS International Award for Outstanding Management Teacher and the Outstanding researcher award by MTC Global in 2022. Recently he has got Distinguished Service Award from AIMS International, USA, Houston for his exceptional contributions to BFSI Industry.



**Mr Tusharendra Barpanda**

Head - Professional Development Centre, Eastern Zone, Kolkata

Mr Barpanda is a M. A. & M Phil. In Economics & CAIIB. Initially started his career as an Academics as Lecturer in Economics in Odisha for 6 years and later served Punjab National Bank for 28 years in various capacities viz Senior Manager (Faculty-Economist), AGM-Principal of Staff Training College, Branch Head of Very Large Branch & Exceptionally Large Branch, Regional Head & Deputy Zonal Head & Divisional Head (Credit Monitoring) thereby gaining important insights into various functional verticals of Banking like imparting Training to Bank Officials in all cadres, Field Operation, Recovery, Credit Monitoring & Compliance.





## **Mr Shiv Kumar Gupta**

Head - Professional Development Centre, Western Zone, Mumbai

Mr. Shiv Kumar Gupta is M. Com, CAIIB, and Cost Accountant from ICWAI. He is a professional banker having 40+ years of Banking experience, working in field as well as controlling office of Indian Overseas Bank. He superannuated as General Manager. During his journey, he headed many verticals in Head Office. He was Chief Risk Officer and Principal Officer for KYC/AML/CFT. He was Zonal Head (Internal Audit), Regional Head of Metro Centre, Branch Head of EEL Branches of Bank. His area of interest is Corporate Lending, Risk Management and Compliance.



## **Mr Ravi Prakash Gupta**

Corporate Development Officer, IIBF

Mr. Ravi Gupta has done Masters in Business Administration with specialization in Finance and possesses many other professional qualifications viz. CAIIB, Advanced Bank Management Programme, Post Graduate Diploma in Computer Application, Post Graduate Diploma in Financial Advising, Diploma in Treasury, Investments and Risk Management, Certificate in Investments etc. He carries over 35 years professional banking experience, and superannuated as General Manager (International Operations) from Bank of India. He has vast experience in Corporate Credit, Retail & Rural Banking, International Banking, Treasury, Investments, Risk Management, Compliance, Audit, HR, IT etc. He was the Nominee director of the Bank of India at Commonwealth Finance Corporation in Hong Kong.



## **Mr Prabhakara S**

Joint Director (Training)

Mr. Prabhakara S. has more than 32 years' experience in Banking, Micro finance Association and Apex Banking education and training Institutes. He is a postgraduate in Agricultural Economics from the University of Agricultural Sciences, Dharwad and also has a Post Graduate Diploma in Business Management from XLRI, Jamshedpur with specialization in Finance and Human Resource Management. He is also a graduate in Law. Currently, he is working with Indian Institute of Banking & Finance, Mumbai as Joint Director Training.



## **Ms Ravita Wadhwa**

Deputy Director (Training)

Ms. Ravita Wadhwa is a postgraduate (Physical Chemistry) from Delhi University. Her professional qualifications include PGDM (Finance) from IMT, Ghaziabad. She is a CAIIB and is also certified in Trade Finance and Project Finance from IIBF. Ms. Ravita has more than two decades of experience in private and public sector banks which include 18 years of experience in two PSBs - Bank of India and IDBI Bank. Her areas of interest are International Banking and Credit Management.



## **Dr Thiruma Valavan A**

Deputy Director (Training)

Dr. Thiruma Valavan has about three decades of expertise in the banking and finance sector and has held various positions in branches, administrative offices and training setups in Canara Bank. He holds degrees in M Com, MCA in Computer Applications, MBA in Marketing, BCT (IIT-Kanpur), M Phil in Entrepreneurship and Ph D in Management. He has also completed CAIIB, Diploma in Information System Audit and Certified Bank Trainer course. His areas of interest are KYC/AML compliance, Marketing & Customer Service, IT, Cyber Security, Accounts & Audit, Credit, Recovery and NPA management. His Research papers have appeared in numerous reputed international journals.



**Mr A K Mishra, Faculty IIBF**

Mr A K Mishra is M. Sc. Physics and M. Phil (Physics) Cryogenics (Superconductivity) from Delhi University. He has more than three decades of Banking experience and retired as General Manager from Central Bank of India in 2020. His domain areas are Credit, MSME Financing, Project Appraisal, Credit Monitoring, Recovery and Vigilance matters.



**Mr Anand Mohan, Faculty IIBF**

Mr Anand Mohan is M.Sc., M.B.A., C.A.I.I.B., Diploma in Treasury, Investment & Risk Management and has more than 38 years of banking experience. He superannuated as DGM (Vertical Head of Housing Loan, Co-lending & Pool Buyout) from Central Bank of India in Nov 2021. He has headed Corporate Finance, Mid Corporate and Forex branches in Central Bank of India and also held high positions in several administrative offices in the Bank. His areas of interest include Corporate & Retail Credit, Export Credit, Operations, Audit & Compliance and Branch Management. After his superannuation, he was re-engaged in Central Bank of India as Adviser in Emerging Business.



**Mr Arun Misra, Faculty IIBF**

Mr Arun Misra has done M.Sc. (Physics), CAIIB, PGDBM, Certificate in Trade Finance, Forex, BCSBI and AML & KYC. He has rich banking experience of over 39 years and superannuated from Bank of Baroda as DGM (Control Functions, International Banking Division). He is certified Assessor for Psycho Metric Tests. He is also an Associate Member of IIBF and has been a regular guest speaker at several premier banking institutes in the country. His areas of Specialization include Forex and Treasury Management, Credit, Recovery, General Banking, Soft Skills and Behavioral Science.



**Mr A K Chatterjee, Faculty IIBF**

Mr A K Chatterjee is a postgraduate in Mathematics and was awarded gold medal for standing first in the University. He was working in Central Bank of India for over 36 years and has worked in Risk Management vertical at the corporate headquarters in Mumbai in the capacity of A.G.M & D.G.M. He has also worked as Chief Internal Auditor of the Bank and has branch banking experience of nearly 25 years. He retired from the post of Deputy General Manager in December 2020 from Central Bank of India.



**Mr M John Emmanuel, Faculty IIBF**

Mr M John Emmanuel superannuated from Canara Bank as General Manager. With Credit background, worked at strategic locations such as Hyderabad Field GM's Office & Pune Regional Office of erstwhile Syndicate Bank. Handled large corporate branches and SME Branches across the Country. As General Manager, he was heading Credit Administration and Monitoring Wing at Canara Bank, Head Office and carries rich experience in dealing with large value credit proposals.



**Dr Sandeep Hegde, Faculty, IIBF**

Dr Sandeep Hegde holds a MBA (HRM) from NMIMS, Ph.D (Organizational Behaviour) and M.A. (Sociology). He has experience of over 35 years, of which Industry experience is of nearly 18 years. He has served several large MNC organizations, as Head HR. He was instrumental in setting up Dedicated Development Centres for British Airways and United Airlines. He was a key management resource for the United Airlines & TCG Joint Venture in India. He also has over 24 years of academic experience. He has worked for 10 years as HOD - HRM for NMIMS University, Mumbai.





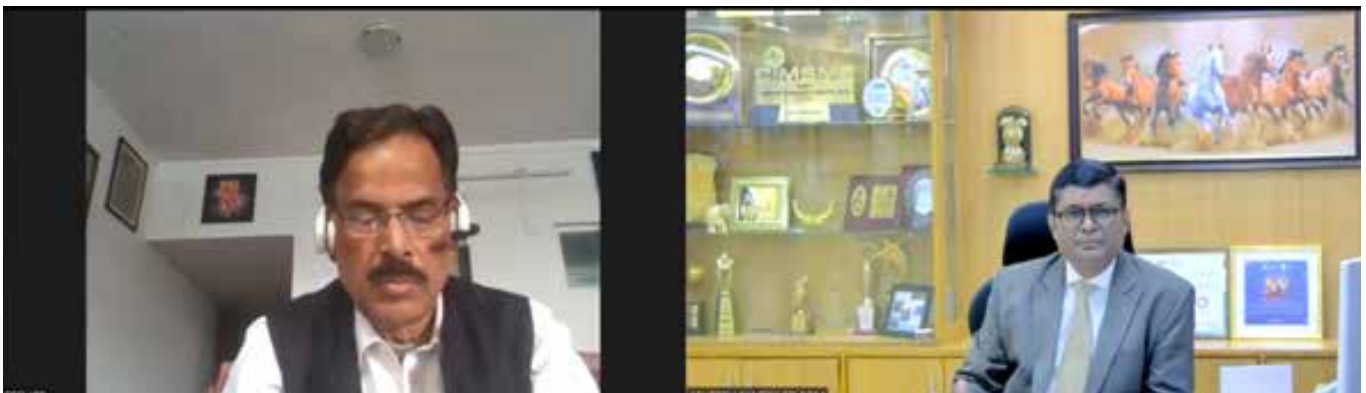
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## Journey of AMP Participant



Ms S Srimathy, Executive Director - Indian Overseas Bank- addressing participants during Leaders speak series



Sh Asheesh Pandey, ED, Bank of Maharashtra-addressing participants during Leaders speak series



Immersion Programme at IIBF, Mumbai-7<sup>th</sup> to 11<sup>th</sup> Jan 2024



17<sup>th</sup> to 21<sup>st</sup> Jan 2024





## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Management Development Programme on  
Customized Training Program for the AMP XII Batch (2023-2024) of IIBF  
October 04 - 08, 2023  
Venue: IIM Calcutta



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Management Development Programme on  
Customized Training Program for the AMP XII (2023-2024) of IIBF  
October 11 - 15, 2023  
Venue: IIM Calcutta



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Management Development Programme on  
Customized Training Program for the AMP XII (2023-2024) of IIBF  
November 01 - 05, 2023  
Venue: IIM Calcutta



### Indian Institute of Banking & Finance

#### Leadership Center

Kohinoor City, Commercial -II, Tower-I,  
2<sup>nd</sup> & 3<sup>rd</sup> Floor, Kirod Road, Kurla West, Mumbai - 400 070.  
Website: [www.iibf.org.in](http://www.iibf.org.in)

Please send your nominations to Program coordinators:

**Ms Ravita Wadhwa**

Dy. Director, IIBF

Email id - [dd.trg1@iibf.org.in](mailto:dd.trg1@iibf.org.in)

Tel - 022-68507032/9004497046

**Dr Thiruma Valavan**

Dy. Director, IIBF

Email id - [dd.trg2@iibf.org.in](mailto:dd.trg2@iibf.org.in)

Tel - 022- 68507072/9585883789