



Certified Bank Trainer Course

Rules & Syllabus 2024

INTRODUCTION

Trainers are needed in all banks and financial institutions to help them to translate their vision and mission into reality. More and more people are expected to join the banking sector in the coming years, calling for a massive thrust on training to onboard the large number of new recruits and also to reorient the existing personnel to take up new assignments to meet the ever increasing challenges in the banking field.

The Institute has taken an initiative along with NIBM to develop highly professional trainers for training establishments at banks, bank training institutes and financial institutions. This course will impart the necessary set of training skills to trainers enabling them to be effective in their training function. The focus of the course is on faculty development which includes presentation skills, comprehension ability, conceptualization, creativity, conduct and control over the class.

OBJECTIVES

- To develop a cadre of professional faculty to function in training establishments of banks, bank training institutes and financial institutions.
- To inculcate advanced skills for handling training in emerging areas in banking & finance.

OUTCOME FROM THE COURSE

1. Identify the characteristics of an exceptional trainer.
2. Understand/identify different learning styles
3. Become a successful trainer
4. Deliver training effectively.

METHODOLOGY:

Course will have two components viz.,

- a) Online examination in 2 subjects for 100 marks each based on specially designed courseware
- b) Classroom Learning for 5 days in Mumbai or at pre-announced centres. For details of Classroom Learning, Course Structure & Delivery, refer page no. 5
- c) For details of Virtual Class Room Learning refer page no. 5/6

4. ELIGIBILITY

1. Members and Non-Members of the Institute
2. Graduate in any discipline

SUBJECTS OF EXAMINATION

1. Human Resource Management
2. Training

PASSING CRITERIA:

1. Minimum marks for pass in the subject is 50 out of 100.
2. Candidates securing at least 45 marks in each subject with an aggregate of 50% marks in all subjects of examination in a single attempt will also be declared as having completed the Examination.
3. Candidates will be allowed to retain credits for the subject they have passed in a attempt till the expiry of the time limit for passing the examination as mentioned below:

TIME LIMIT FOR PASSING THE EXAMINATION

- (i) Candidates will be required to pass the examination within a time limit of 1 year (i.e. 2 consecutive attempts).

- (ii) Candidates not able to pass examination within stipulated time period of one year are required to re-enroll themselves afresh by submitting a fresh Examination Application Form. Such candidates will not be granted credit for subject passed, if any, earlier.
- (iii) Attempts will be counted from the date of application irrespective of whether a candidate makes a physical appearance at any examination or otherwise.

EXAMINATION FEES

Particulars	For Members and Non-Members
First attempt	Rs.6,000/-*
Second attempt	Rs.2,000/-*

* 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 first week of registration. For second and third week of registration, the fees will be regular examination fee plus Rs. 100/- and fourth week of registration, the fees will be regular examination fee plus Rs. 200/-. **In case, the registration date is extended beyond 4 weeks the examination fees will be regular examination fee plus Rs. 200/- for the extended days.**

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

PATTERN OF EXAMINATION:

- (i) Question Paper will contain approximately 120 objective type multiple choice questions for 100 marks. 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.

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 website. 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.)

“CLASS OF PASS” CRITERIA:

1. The Institute will consider the FIRST PHYSICAL ATTEMPT of the candidate at the examination as first attempt for awarding class. In other words, the candidate should not have attempted any of the subject/s pertaining to the concerned examination any time in the past and has to pass all the subject as per the passing criteria and secure prescribed marks for awarding class. Candidates re-enrolling for the examination after exhausting all permissible attempts as per the time limit rule will not be considered for awarding class.
2. First Class: 60% or more marks in aggregate and pass in all the subjects in the FIRST PHYSICAL ATTEMPT
3. First Class with Distinction: 70% or more marks in aggregate and 60 or more marks in each subject in the FIRST PHYSICAL ATTEMPT.

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.

PROOF OF IDENTITY

Non-members applying for Institute's examinations/ courses are required to attach/ submit a copy of any one of the following documents containing Name, Photo and Signature at the time of registration of Examination Application. Application without the same shall be liable to be rejected.

1) Photo ID Card issued by Employer or 2) PAN Card or 3) Driving License or 4) Election Voter's ID Card or 5) Passport 6) Aadhaar Card

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:

- In respect of the examinations to be conducted by the Institute for the period March to August 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".
- In respect of the examinations to be conducted by the Institute for the period September to February 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 March 2024 to August 2024	31st December 2023
For the examinations to be conducted by the Institute for the period September 2024 to February 2025	30th June 2024

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

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.

Paper - 1: Human Resource 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. Organizational Change and Development; Responsibility Charting, Conditions for Optimal Success, Role of Change Agent and Managing Change.
- 3) HRM in Banks: Traditional Role of Human Resource Department in Banks, Expectations from HR Department, Conflict of new initiatives with work culture and capacity, HRM challenges, Core Banking and HR challenges, Knowledge management in Banks; Need for Knowledge Management, HRM and Information Technology, Information and Database Management, Preparation/ updation of Manuals and job cards, Linkage with Educational Institutions.
- 4) Organizational Communication: Barriers to Communications, Steps for effective communication in the organization.

Paper - 2: Training

- 1) Human implications for 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. Psychometric Assessments for skill enhancement and effective performance.
- 2) Training and Development: Attitude development, Pedagogy vis-à-vis Andragogy, Role and impact of training, Career Path Planning and Counseling, Changing face of Banking, Future of Bank Education.
- 3) Training Need Assessment, Training requirements, Consultancies, Training projects.
- 4) Training Methodology; subject matters of Training, Training infrastructure in Banks, Development of soft skills and communications. Techniques, methods, tools, Classroom management.
- 5) Training impact evaluation; sessions recap, real time informal feedback, measurement and impact evaluation of training over short horizon and medium term horizon.
- 6) Electronic enabled training systems and techniques; e-learning, virtual learning and self-directed learning.

COURSE STRUCTURE AND DELIVERY

Certified Bank Trainer course has two parts viz. written examination and class room learning. To be declared successful, a candidate has to secure a minimum of 50% marks each in both the parts. The steps in completing the course are as under:

1. Study:

A minimum 2 months' study of the stipulated courseware is envisaged. Institute will accept application up to a certain period before the dates of announced exams so as to ensure that the study period is adhered to.

2. Examination:

Candidates will have to appear first for the online examination conducted by IIBF (Multiple Choice Objective Type Questions) and pass the examination.

4. Classroom Learning:

- 1) Candidates who have passed the written examination have to undergo class room learning. This will be offered both in IIBF and NIBM campus. For this purpose, the candidate, after passing the examination will log on to IIBF website - www.iibf.org.in and select his/ her convenient slot for class room learning (5 days) from the pre-determined dates and venue (IIBF or NIBM) put up on the website by paying the fees prescribed for class room learning to the respective organization where he/ she seeks to undergo class room learning.
- 2) During the class room learning, candidates will be assessed (Internal assessment) for class room performance for a total of 50 marks covering presentation ability, classroom management skills, communication, faculty qualities. Candidates who obtain 25 or above marks will be declared as successful.

4. Time Limit for Classroom Learning:

Classroom learning is required to be completed within 15 months from the date of declaration of the online examination results in which the candidate passes.

In case a candidate fails to complete the Class Room Learning either on account of not able to successfully complete the Class Room Learning or by not attending the training for Class Room Learning within the stipulated period of 15 months, the candidate would be required to RE-ENROLL himself for the Online examination foregoing credit for the subject/s passed in the Online examination earlier in case he wants to complete the course.

CLASSROOM LEARNING FEE

Class room learning at IIBF, Leadership centre, Mumbai (Non-residential)	Rs.20,000/-*
Class room learning at NIBM, Pune (Residential)	Rs.30,000/-*

* Plus Convenience charges and Taxes as applicable.

5. Virtual Class Room Learning:

In view of present situation due to COVID-19, the physical class room training may not possible. Considering this, the Physical Class Room Training methodology is converted from physical to Virtual Class Room Training. **Virtual Classroom Learning will be** for 3 days, instead of physical class room learning of 5 days by IIBF.

- 1) Evaluation Process of Virtual Class Room Training and Criteria for Evaluation:
Candidates, who have passed the written examination, have to undergo Virtual class room learning. At present Virtual Class Room Training will be offered at IIBF. For this purpose, the candidate, after passing the examination will log on to IIBF website - www.iibf.org.in and select his/ her convenient slot for Virtual class room learning (3 days) from the pre-determined dates put up on the website by paying the fees prescribed for Virtual Class Room Learning.
- 2) During the virtual classroom training, candidates will be assessed (Internal assessment) for training performance for a total of 50 marks. Marks for training will be awarded to candidates by faculty for their training participation and performance in test, based on MCQs.

Evaluation Process:

Sr No.	Particulars	Weigh- tage	Total marks (Max)	Min marks to be obtained	Remarks
1.	Attendance	50%	50	25 (50%)	Total 10 sessions (spread in three days). Attending minimum 5 sessions will be compulsory. This will correspond to 25 marks out of 50 (50%). On 1st day and 2nd day 4 sessions each and on 3rd day two sessions (4+4+2)
2.	MCQs	50%	50	25 (50%)	The MCQ test will be at the end of the course. There will be a total 50 MCQs (1 mark each). Total 50 marks. A candidate has to obtain a minimum of 25 marks out of 50 (50%)
Total			100	50 (50%)	
The overall aggregate (attendance + marks in MCQs) to be obtained by a candidate will therefore be 50 (50%). However, if a candidate gets overall 50% with 30 marks in attendance (60%) and 40 % (i.e. 20 marks) in MCQs he/she will also be considered as passed. But, vice versa is not permitted. In other words, a candidate should get minimum 20 marks in MCQs.					

Virtual Class Room Learning Fee:

First Attempt	Rs.4,500/= (Rs Four thousand five hundred only) + Taxes GST + Convenience charges, as applicable
Second attempt	Rs.2,000/= (Rs Two thousand only) + Taxes + Convenience charges, as applicable

REFUND OF FEE

Examination fee is not refundable. Class room learning fee will not be normally refunded. In case, the refund is effected 25% will be deducted towards administrative charges.

AWARD OF CERTIFICATE:

Candidates, who are successful in the online examinations and the class room learning, will be eligible for the Course Completion Certificate and they will be awarded 'Certified Bank Trainer' citation jointly by IIBF and NIBM.

NATIONAL INSTITUTE OF BANK MANAGEMENT (NIBM)

The Institute was set up in 1969 by the Reserve Bank of India in consultation with the Government of India, and has since graduated to a major centre of advanced learning, Research (on policy and operations), Education and Training/ skills development, especially for senior level officers and executives of banks and financial institutions. Its mandate is to be a think tank of the banking system and assist the Banks to develop capabilities for world class, competitive, financial services.

The Institute has a faculty strength of 28 (full time) academicians from a wide range of disciplines, viz., Economics, Finance, Commerce, Business Management, Information Technology, Computer Science, Agricultural Science, Human Resource Management, Psychology, Sociology, etc., who are specialized in and organized into six functional areas, i.e. Finance; Human Resource Management; Information Technology; Money, International Banking and Finance; Rural Finance and Development; and Strategic Planning, Marketing and Control. Besides training senior personnel from Banks and Financial Institutions, the

Institute has been providing Research and Consulting support to the banks to address issues concerning Organizational structure, Business strategies, HRM, Regulatory Compliance and leveraging technology for efficiency and excellence. The two-year residential Post Graduate Programme in Banking and Finance (PGPBF) is designed and conducted by qualified and competent Faculty to ensure that PGPBF students not only possess sound analytical foundation and innovative outlook in banking and finance, but also, have a strong flair and practical orientation to the nuances of banking and finance.

NIBM is recognized by the University of Pune as an approved centre for Post Graduate Research. The Department of Scientific and Industrial Research, Ministry of Science & Technology, Government of India has recognized it as a Scientific and Industrial Research Organization. **Web Site: www.nibmindia.org**.

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.
- a. 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.
- b. 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.
- c. **In the absence of printed copy of Admit Letter and Photo Identity Card, candidates will be denied permission to write Examination.**

2. Mobile Phones

- d. 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

- e. 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.
- f. 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

- g. Candidates should ensure that they sign the Attendance Sheet.
- h. Candidates are advised to reach the Examination Venue before the reporting time mentioned in the admit letter.
- i. No candidate/s will be permitted to enter the Examination Venue after the gate closing time mentioned in the admit letter.
- j. No candidate will be permitted to leave the examination venue in the first 60 minutes from the scheduled start time of the examination.

k. Candidates **should occupy the seat mentioned against each subject in the Admit letter.**

- l. 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.
- m. 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: -
- Wait till resumption of power supply/ solving of technical snag.
 - Take-up the examination at other venue arranged by the examination conducting authority.
 - Follow instructions given by the examination conducting authority.
- n. 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.
- o. 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:

- Communication of any sort between candidates or with outsiders is not permitted and complete silence should be maintained during the examination.
- 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.
- No candidate shall impersonate others or allow others to impersonate himself/herself at the examination.
- No candidate shall misbehave/ argue with the Examination Conducting Authorities at the centre.
- Candidates have to compulsorily return any papers given including that given for rough work to invigilator.
- 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.

3. RESULT ADVICE/ CONSOLIDATED MARKSHEET/ FINAL CERTIFICATE

Result Advice of candidates will be hosted on Institute's website on declaration of result, which can be downloaded by the candidates.

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.

Final certificate: Digitally Signed Certificate will be issued to the candidates who have enrolled and passed the examination. The Certificate will be emailed to the email-id of the candidate registered with the Institute, within 3 weeks from the date of 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

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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,
Kiroli Road, Off L. B. S. Marg, Kurla West, Mumbai 400 070.
Tel.: 022 6850 7000
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 Avani Heights, 2 nd Floor, 59A, Jawahar Lal Nehru Road, Kolkata – 700 020. Tel. : 033-4603 2850 E-mail : iibfez@iibf.org.in

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Tower-1, 2nd Floor, Kiroli Road, Kurla (West), Mumbai - 400 070
Tel.: 022-6850 7000