



**International Programme on  
Corporate Governance and Leadership for  
Top Executives from the Financial System**

**December 11 – 16, 2017**

*Coordinators*  
**Dr Kaushik Mukerjee**  
**Prof B V Chaubal**



**National Institute of Bank Management  
Pune, India**

### **For the Attention of Programme Participants**

- Date of Arrival at NIBM Campus : On or before December 10, 2017
- Date of Commencement of the Programme : December 11, 2017
- Duration of the Programme : One week
- Date of Departure from Pune : On or after December 16, 2017 (Afternoon)
- Last Date for Receiving Nominations : December 1, 2017

### **Class-room Session**

Monday to Friday : 09.00 hrs. – 17.00 hrs.

### **Nominations and Enquiries**

Enquiries, if any, and nominations along with the fees may be sent to:

Dr Kaushik Mukerjee & Prof B V Chaubal  
Programme Coordinators  
National Institute of Bank Management  
NIBM Post Office, Kondhwe Khurd  
Pune 411 048, India

Telephone : 0091-20-26716000 (EPABX)  
0091-20-26716339/26716265 (Direct)

Fax : 0091-20-26834478

E-mail : kaushikmukerjee@nibmindia.org  
b.chaubal@nibmindia.org

Website : www.nibmindia.org

**Last Date for Receiving Nominations: December 1, 2017**

# **International Programme on Corporate Governance and Leadership for Top Executives from the Financial System**

Duration : One Week

Dates : December 11 - 16, 2017

Level of Participation : Top Management

Coordinators : Dr Kaushik Mukerjee & Prof B V Chaubal

In order to meet the emerging challenges in a globalised, highly competitive, turbulent and uncertain environment, the financial system world over will have to nurture and develop institutional leaders to steer their organisations towards maximising stakeholder value. While leadership roles of the executives are extremely important, in addition, today, successful executives must also be agile, recognise the need to shift and adapt to new challenges while putting best governance practices in place when necessary. The call of corporate culture in this evolving business environment is to enhance stakeholder value that stems from best corporate governance practices.

The objective of the Programme on Corporate Governance and Leadership for Top Executives from the Financial System is to sensitize participants to the challenges of governance in today's dynamic world. The importance of stakeholder management and strategy formulation in a hyper-competitive milieu will be emphasized. Also, the programme will focus on the role of leadership in the evolving scenario in the banking and financial services sector. The programme will also have inputs covering important issues in functional areas such as management of technology, human resources and people management. These inputs will broaden the perspective of the participants with regard to the business environment, strategic issues, issues in functional management, leadership parameters and corporate governance.

## **Objectives**

The broad objective of the programme is to improve sensitization towards corporate governance and leadership to achieve the following objectives:

- ❑ To appreciate the issues related to corporate governance with special reference to the banking and financial system.
- ❑ To understand the macro-environmental issues that impact the banking and financial services' industry that has a direct impact on governance.
- ❑ To help participants appreciate the role of leadership in the changing scenario and provide inputs on how leaders can offer transformational leadership.

### **Contents**

- Macro-environmental analysis and its impact on banking and financial institutions
- Corporate Governance – Role of Directors, regulatory issues, efficiency issues, accountability and risk management, stakeholder management, strategizing for competitive advantage, IT governance.
- Role of leadership – ensuring a values-driven organisation, enabling a high-performance culture, driving teamwork and people management, promoting well-being at the workplace.

### **Participation**

Senior management executives in banking and financial organisations.

### **Teaching Methodology**

A mix of various methodologies will be used for the programme. These will include lectures, interactions/discussions on certain aspects of case studies, experience-sharing sessions, group exercises, etc.

### **Faculty**

The core faculty at NIBM will be complemented by experts in the banking and finance industry and eminent professionals.

### **Coordinators**

Dr Kaushik Mukerjee, *Associate Professor*, NIBM

*Email* - kaushikmukerjee@nibmindia.org; *Tel*: +91-20-26716339

Prof B V Chaubal, *Visiting Professor*, NIBM

*Email* - b.chaubal@nibmindia.org; *Tel*: +91-20-26716265

## Dates

December 11-16, 2017

The programme will begin at 9.00 am on December 11 and will conclude by 4.00 pm on December 16, 2017. Participants are expected to reach NIBM campus by evening of December 10, 2017.

## Venue

NIBM Campus, Kondhwe Khurd, Pune, INDIA

## Programme Fee (per participant) For Direct Nominations

US \$ 2400 for foreign participant

*(See fee structure on home page of the website for incentive)*

	Fee	CGST	SGST	Fee+ST+ CGST+SGST	TDS
<b>Mem. Banks</b>	<b>: 50400</b>	<b>4536</b>	<b>4536</b>	<b>59472</b>	<b>5040</b>
<b>Non-Mem. Banks</b>	<b>: 58800</b>	<b>5292</b>	<b>5292</b>	<b>69384</b>	<b>5880</b>

The fee includes the cost of tuition, board and lodging facilities, teaching material, etc. (Central Goods and Services Tax (CGST) @ 9%, State Goods and Services Tax (SGST) @ 9% and TDS @ 10%. Kindly send the TDS Certificate on priority to NIBM).

The fee covers the cost of tuition, teaching materials, books, computer time, full board and lodging at NIBM for the entire duration of the programme and internal travel for field visits. However, it does not include excess baggage, embarkation charges at the airport, etc. The fee does not cover the participant's out of pocket expenses. In case any sponsoring authorities/organizations are desirous of defraying these expenses or giving any other allowance, they may do so directly to the participant/s. The sponsoring organizations are requested to provide funds for 5 kilos of extra baggage to carry back the reading materials, books, etc. They may also provide for embarkation fees.

## Medical Care

Medical care by the Resident Medical Officer will be available on the campus including cost of medicines. But this does not cover: (a) cost of spectacles; (b) hearing aids and orthopaedic appliances; (c) cost of antidiabetic drugs; (d) cost of treatment of venereal diseases, sterility,

impotency, obesity, TB, etc.; and (e) cost of dental treatment and artificial dentures.

## **Nominations under Sponsorship by the Ministry of External Affairs, Government of India**

Participants of this programme are eligible for *Sponsorship by the Ministry of External Affairs under ITEC/SCAAP Programme*. Therefore, the above mentioned fee structure does not apply to participants sponsored by the Ministry of External Affairs under the Government of India fellowships, viz. ITEC, SCAAP Programmes, etc. Per diem allowance of ITEC/SCAAP sponsored participants are adjusted against boarding and lodging facilities provided by NIBM and therefore no other direct payments will be made to participants.

## **Hostel Accommodation**

The Programme is fully residential. Participants will be provided well furnished single room AC accommodation in the Institute's hostel complex on the campus. However, they will not be permitted to bring their family members to stay on the campus. In case any officer/executive with physical/medical disability is being nominated, kindly inform us in advance with particulars of disability to facilitate necessary arrangements. The Institute has facilities for outdoor and indoor games and a large walking/jogging trail for physical fitness besides a yoga center. Participants are, therefore, encouraged to bring the appropriate clothes/gear.

## **Airport pickup**

All participants are requested to inform us about their travel plans for reaching Pune (India), which will ensure that we can organize their pick up from the airport.

## **Visa Requirements**

Participants are advised to obtain visa for two weeks stay in India

## **Last Date for Receiving Nominations**

December 1, 2017

## **Last Date for Availing Early Bird Incentive of 5%**

November 25, 2017

## About the Institute

The NIBM is a premier academic-cum-training institute for providing research, training and consultancy services to the banking industry and financial institutions both in India and abroad. The Institute was established in 1969 as an autonomous body by the Government of India and is supported by the Reserve Bank of India, commercial banks and financial institutions in India. The Institute aims at promoting professionalism in the management of banks and other financial institutions by carrying out the following functions:

- ❑ Imparting training and education to bankers both in general and functional management areas.
- ❑ Conducting fundamental and applied research on problems concerning the banking industry.
- ❑ Providing consultancy and other advisory services to the industry in their problem-solving endeavours.

The NIBM currently has 28 full-time and six visiting faculty members working in the following area groups (multi-disciplinary approach): *(a)* Finance, *(b)* Human Resource Management, *(c)* Information Technology, *(d)* Money, International Banking and Finance, *(e)* Rural Finance and Development, *(f)* Strategic Planning, Marketing and Control.

The Institute conducts the following major education and training programmes:

- ❑ Top management conferences and seminars on policy issues.
- ❑ Training programmes in functional and general management areas for senior bank executives from India and other countries.
- ❑ Programmes for development of faculty at the banks' training establishments.
- ❑ In-company programmes for meeting organisation-specific requirements of banks and financial institutions both in India and abroad.

- ❑ Conducting AICTE-approved Post-Graduate Diploma in Management (PGDM) - Banking and Financial Services to provide to the financial system a pool of talented young executives on a regular basis.

The Institute has been actively involved in research on various subjects concerning the banking and financial system. It has brought out more than 100 publications in the form of books and monographs.

The Institute also brings out the following quarterly journals in English:

- ❑ *Prajnan*: Journal of Social and Management Science, launched in 1972.
- ❑ *Vinimaya*: Presents conceptual and practical viewpoints of both the bankers and management educationists on issues of bank management in an informal style, launched in 1976.

The Institute has contributed significantly to the development of banking and financial sector in India and other developing countries through its consultancy and policy research activities in diverse areas. The Institute has an excellent **library** with more than 65,000 books, 10,000 bound volumes of journals and 2,000 reports of various committees. The library receives more than 240 Indian and foreign academic journals on various subjects of management, information technology, banking and finance. The Institute also has a modern, well-equipped **computer service centre** to support its academic activities.

The Institute has excellent **administrative support services** for carrying out its activities. These include reprographic services, internet and e-mail facilities, travel booking arrangements, entertainment facilities, etc. NIBM has recently made its campus wi-fi enabled to facilitate 24x7 wi-fi internet to all its participants, besides computer labs are also available to the participants.

**The NIBM campus** is situated in sylvan surroundings with well-maintained gardens, lawns and trees. The Institute buildings are

spread over an area of 60 acres in a valley situated about 9 km from Pune's railway station and 16 km from the airport. The Institute has facilities for outdoor and indoor games and a large walking/jogging trail for physical fitness besides a yoga centre. Participants are, therefore, encouraged to bring the appropriate clothes/gears.

### **City of Pune**

The Institute is located on the outskirts of Pune, a metropolitan city in Maharashtra state about 170 km to the south east of Mumbai (3.5 hours by car). The city is well-connected by air, rail and road to all the major cities and business centres of the country. Pune, considered to be the educational and cultural capital of the state, is endowed with a number of renowned institutions. Besides, it has a prominent place in the historical map of the country. The city also houses a variety of large and medium-sized industrial units and IT companies.

### **Climate**

The city being situated on the eastern hills of the Sahyadri range of mountains of the Western Ghats, the climate is generally pleasant. Daytime temperature during the scheduled programme will be a maximum of 26 degrees Celsius and a minimum of 12 degrees Celsius at night.

### **Clothing**

From November to January, Pune has its winter season. Though light woollens are fine during the day, the weather could be quite chilly during early morning (eg. 8-10 degree Celsius). Participants are advised to carry suitable woollen clothing.

### **Reaching NIBM Campus**

A relevant road map of Pune to guide the arriving participants is given on the back cover of this booklet. The Chhatrapati Shivaji Maharaj International Airport at Mumbai is the nearest international airport. Pune is connected by air and rail from major metros like Mumbai, New Delhi, Kolkata, Chennai and Bangalore. The city is also approachable by road from Mumbai and the shared taxi service,

luxury (AC Volvo) and semi-luxury (Asiad) buses are regularly available from the Mumbai airport and Dadar TT (about 15 km from the airport). The taxi and bus charges are approximately Rs 450 and Rs 450-550 per head respectively. The road journey of 200 km from Mumbai to Pune normally takes around 3.5 hours.

In case of any requirements on arrival at Mumbai, participants may contact:

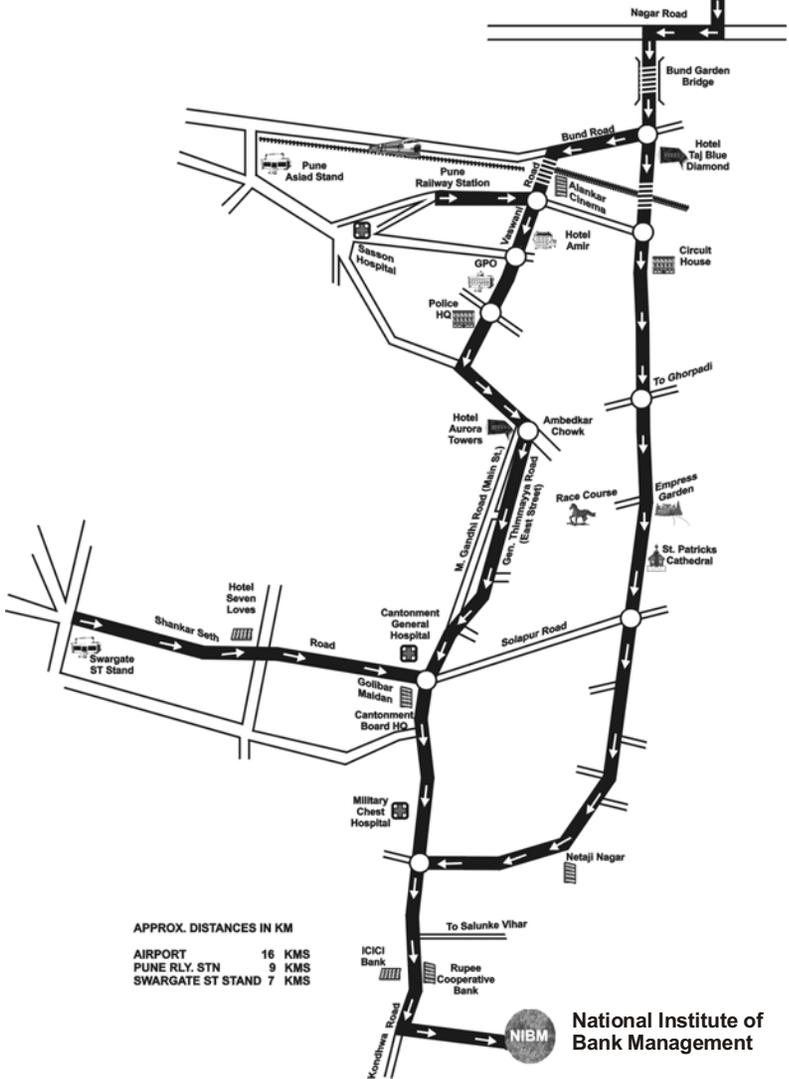
**NIBM Mumbai Office, Tel.: +91-022-23534782, +91-09867885332.  
Contact Person: Mr Sanjay Redkar.**

### **About the National Institute of Bank Management**

National Institute of Bank Management (NIBM) was established in 1969 by the Reserve Bank of India, in consultation with the Government of India, as an autonomous apex institution for research, training, education and consultancy in bank management. Its mandate is to play a proactive role of "think-tank" of the banking system. NIBM is part of the grand vision of giving a new direction to the banking industry in India and making the industry a more cost-effective instrument for national development. Therefore, helping the managers in their endeavour to make their organizations competitive both in domestic and international markets is the mission of the Institute. NIBM, an autonomous academic institution, is governed by a Board, its highest policy-making body. The Governor of the Reserve Bank of India (the central bank of the country), is the Chairman of the Governing Board.

The Institute is engaged in Research (policy and operations), Training & Education of senior executives of banks, and provides Consulting support to the banking and financial sector. As an institution of advanced learning, NIBM is well-equipped to train executives to function in a multi-cultural and multi-national environment. By providing interdisciplinary modules of theory and practical learning, participants are equipped to become masters in problem-solving. In a year the Institute, on an average, conducts about 150 Training Programmes in various functional areas and also Conferences and Seminars addressing issues of topical concern to the banking and financial services industry. Over 3500 participants, including about 250 from various developing nations attend NIBM training programmes every year.

# ROUTE MAP



APPROX. DISTANCES IN KM

AIRPORT	16 KMS
PUNE RLY. STN	9 KMS
SWARGATE ST STAND	7 KMS

**National Institute of Bank Management**



## **National Institute of Bank Management**

NIBM Post Office, Kondhwe Khurd  
Pune 411 048, INDIA

Telephone : 0091-20-26716000 (EPABX)  
26716339, 26716265 (Direct)

Fax : 0091-20-26834478

E-mail : [kaushikmukerjee@nibmindia.org](mailto:kaushikmukerjee@nibmindia.org)  
[b.chaubal@nibmindia.org](mailto:b.chaubal@nibmindia.org)

Website : <http://www.nibmindia.org>