

CAIIB

Rules & Syllabus 2023

OBJECTIVE:

CAIIB aims at providing advanced knowledge necessary for better decision making covering Treasury Management, Risk Management, Balance Sheet Management, Credit Management, Financial Management, International Banking, Economic Analysis, Business Laws etc.

ELIGIBILITY:

Members who have completed JAIIB or PART 1 of the Associate Examination, and their membership subscription should not be in arrears.

SUBJECTS OF EXAMINATION:

I. Compulsory Papers

1. Advanced Bank Management
2. Bank Financial Management
3. Advanced Business & Financial Management
4. Banking Regulations and Business Laws

II. Elective Papers (Candidates to choose any one of their Choice)

1. Rural Banking
2. Human Resources Management
3. Information Technology & Digital Banking
4. Risk Management
5. Central Banking

There is no exemption in any of the subject/s for prior qualification/s.

The Institute has introduced electives to give opportunities for candidates to specialize in the vertical of their choice. Candidates may choose the elective in the area they are currently working or in the area they would like to work in future. It is suggested that the candidates may choose the elective in the area they are currently working and later move to other elective as this will enable appropriate skills/ build up for handling different banking verticals.

Candidates will also have the choice to change their CAIIB elective subject in any attempt.

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 an attempt till the expiry of the time limit for passing the examination as mentioned below:

CREDITS FOR SUBJECTS PASSED UNDER THE OLD SYLLABI

Credits will be allowed only for the following subjects under CAIIB.

(Please refer Section on Validity of Credits for subjects passed under the old syllabi)

Sr.No.	Subjects under the Old Syllabi	Credits for Subjects under the Revised Syllabi
CAIIB – Compulsory Papers		
1.	Advanced Bank Management (ABM)	Advanced Bank Management (ABM)
2.	Bank Financial Management (BFM)	Bank Financial Management (BFM)
CAIIB – Elective Papers		
1.	Risk Management	Risk Management
2.	Information Technology	Information Technology & Digital Banking
3.	Central Banking	Central Banking
4.	Human Resources Management	Human Resources Management
5.	Rural Banking	Rural Banking

No credits will accrue to candidates for the following subjects, being new subjects under the revised CAIIB Syllabi:

1. Advanced Business & Financial Management

Such candidates, who are **appearing under the revised syllabi** and have **taken credits** under the old syllabi, have to mandatorily pass the aforesaid new subjects **within the time limit specified** under the revised syllabus, for completing CAIIB.

TIME LIMIT FOR PASSING THE EXAMINATION

1. A candidate will be given 5 attempts for completion of exam (CAIIB) but, within a maximum period of three years, whichever is earlier, from the time he/she registers for the exam. These 5 attempts need not be consecutive.
2. Candidates unable to pass the examination within the maximum stipulated time period of 3 years or 5 attempts, whichever is earlier, will be required to re-enrol themselves afresh. Such candidates will not be granted credit/s for subject/s passed, if any, earlier.
3. Time limit of 3 years or 5 attempts, whichever is earlier, will start from the date of registration for the first attempt. Attempts will be counted when he/she applies for the exam, irrespective of whether the candidate appears for any examination or not.
4. The rules mentioned above imply that, normally a candidate will be eligible to apply for any five examinations out of the six examinations being conducted within the stipulated period of three years. If a candidate avails all five attempts before completion of three years, he/she will be required to re-enrol themselves afresh. Similarly, if a candidate does not avail five attempts but the stipulated period of three years is over, he/she will be required to re-enrol themselves afresh.

VALIDITY OF CREDITS FOR SUBJECTS PASSED UNDER THE OLD SYLLABI

The validity of credits will be linked to the time-limit rule under the revised syllabus. To amplify, in case a candidate has availed / exhausted 3 attempts under the old syllabus, he/she will now get 2 more attempts to pass the CAIIB under the revised syllabi. For such of the candidates who are under the old syllabi but will be availing credits under the revised syllabi for the subject(s) concerned, the time-limit period of 3 years, under the revised syllabi, will be counted from the date of registration for the 1st attempt under the old syllabi.

EXAM REGISTRATION:

Candidates who have balance attempts under the old syllabi, when they apply for the first time under revised syllabus, will get an option to either:

Retain the credit/s of passed subject/s (as applicable) and avail the balance attempt/s (as applicable) to complete the exam, subject to the time-limit rule

OR

Forego the credit/s of passed subject/s / balance attempts and apply afresh/de-novo

The above option can be exercised only once when the candidate applies/registers for the first time under the revised syllabi.

EXAMINATION FEES:

Description	Fees*
First attempt fee	Rs.5,000/-
2nd attempt fee	Rs.1,300/-
3rd attempt fee	Rs.1,300/-
4th attempt fee	Rs.1,300/-
5th attempt fee	Rs.1,300/-

* 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.

MEDIUM OF EXAMINATION:

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

PATTERN OF EXAMINATION:

- (i) Question Paper will contain 100 objective type multiple choice questions for 100 marks including questions based on case studies/ case lets. The Institute may however vary the number of questions to be asked for a subject.
- (ii) There may be some numerical questions in some of the CAIIB subjects where, no options will be provided. These questions will not be in the MCQ pattern and the answer has to be keyed in by the candidate.
- (iii) The examination will be held in Online Mode only.
- (iv) There will be no negative marking for wrong answers.
- (v) Questions for the examination will be asked for:**
 - (i) Knowledge testing
 - (ii) Conceptual grasp
 - (iii) Analytical/ logical exposition
 - (vi) Problem solving
 - (vii) Case analysis

DURATION OF EXAMINATION:

The duration of the examination will be of 2 hours.

PERIODICITY AND EXAMINATION CENTRES:

- 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.
- 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:

- 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.
- First Class: 60% or more marks in aggregate and pass in all the subjects in the FIRST PHYSICAL ATTEMPT
- 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.

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

The table given below further clarifies the situation.

Particulars Developments for Examination/s	Cut-off Date of Guidelines/ Important Developments for Examination/s
For the examinations to be conducted by the Institute for the period February 2023 to July 2023	31st December 2022
For the examinations to be conducted by the Institute for the period August 2023 to January 2024	30th June 2023

TUTORIAL/ CONTACT PROGRAMMES:

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

E-LEARNING:

Institute facilitates e-learning to the CAIIB papers (ABM, BFM, ABFM and BRBL) to enhance the understanding of the concepts. Candidates can access the e-learning at their convenience and from their place of choice. The user id and password will be sent to the candidates who have registered for the said examinations and have opted for the e-learning at their email id registered with the Institute.

DISCLAIMER:

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

SYLLABUS:

The details of the prescribed syllabus which is indicative are furnished in the booklet. However, keeping in view the professional nature of examinations, all matters falling within the realm of the subject concerned will have to be studied by the candidate as questions can be asked on all relevant matters under the subject.

Candidates appearing for the examination should particularly prepare themselves for answering questions that may be asked on the latest developments taking place under the various subject/s of the said examination although those topics may not have been specifically included in the syllabus. 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.

REVISION IN THE RULES & SYLLABI

The Institute reserves itself the right to vary the rules / syllabus / fee structure from time to time. Any alterations made will be notified from time to time.

Compulsory Paper I: Advance Bank Management

MODULE A: STATISTICS

Definition of Statistics, Importance & Limitations & Data Collection, Classification & Tabulation

Importance of Statistics; Functions of Statistics; Limitation or Demerits of Statistics; Definitions; Collection of Data; Classification and Tabulation; Frequency Distribution

Sampling Techniques

Random Sampling; Sampling Distributions; Sampling from Normal Populations; Sampling from Non-Normal Populations; Central Limit Theorem; Finite Population Multiplier

Measures of Central Tendency & Dispersion, Skewness, Kurtosis

Arithmetic Mean; Combined Arithmetic Mean; Geometric Mean; Harmonic Mean; Median and Quartiles; Mode; Introduction to Measures of Dispersion; Range and Coefficient of Range; Quartile Deviation and Coefficient of Quartile Deviation; Standard Deviation and Coefficient of Variation; Skewness and Kurtosis

Correlation and Regression

Scatter Diagrams; Correlation; Regression; Standard Error of Estimate

Time Series

Variations in Time Series; Trend Analysis; Cyclical Variation; Seasonal Variation; Irregular Variation; Forecasting Techniques

Theory of Probability

Mathematical Definition of Probability; Conditional Probability; Random Variable; Probability Distribution of Random Variable; Expectation and Standard Deviation; Binomial Distribution; Poisson Distribution; Normal Distribution; Credit Risk; Value at Risk; Option Valuation

Estimation

Estimates; Estimator and Estimates; Point Estimates; Interval Estimates; Interval Estimates and Confidence Intervals; Interval Estimates of the Mean from Large Samples; Interval Estimates of the Proportion from Large Samples

Linear Programming

Graphic Approach; Simplex Method

Simulation

Simulation Exercise; Simulation Methodology

MODULE B: HUMAN RESOURCE MANAGEMENT

Fundamentals of Human Resource Management

The Perspective; Relationship between HRM & HRD and their Structure and Functions; Role of HR Professionals; Strategic HRM; Development of HR Functions in India

Development of Human Resources

HRD and its Subsystems; Learning and Development – Role and Impact of Learning; Attitude Development; Career Path Planning; Self-Development; Talent Management; Succession Planning

Human Implications of Organisations

Human Behaviour and Individual Differences; Employees Behaviour at Work; Diversity at Workplace and Gender Issues; Theories of Motivation and their Practical Implications; 'Role' : Its Concept & Analysis

Employees' Feedback and Reward System

Employees' Feedback; Reward and Compensation System

Performance Management

Appraisal Systems; Performance Review and Feedback; Counselling; Competency Mapping and Assessment of Competencies; Assessment Centres; Behavioural Event Interview (BEI)

Conflict Management and Negotiation

Conflict: Concept & Definition; Characteristics of Conflict; Types of Conflicts; Reasons for Conflict; Different Phases of Conflict; Conflict Resolution; Conflict Management; Negotiation Skills for Resolution of Conflicts

HRM and Information Technology

Role of Information Technology in HRM; HR Information and Database Management; Human Resource Information System (HRIS); Human Resource Management System (HRMS); e-HRM; HR Research; Knowledge Management; Technology in Training; HR Analytics

MODULE C: CREDIT MANAGEMENT

Overview of Credit Management

Importance of Credit; Historical Background of Credit in India; Principles of Credit; Types of Borrowers; Types of Credit; Components of Credit Management; Role of RBI Guidelines in Bank's Credit Management

Analysis of Financial Statements

Which are the Financial Statements; Users of Financial Statements; Basic Concepts Used in Preparation of Financial Statements; Accounting Standards (AS); Legal Position Regarding Financial Statements; Balance Sheet; Profit and Loss Account; Cash Flow Statement; Funds Flow Statement; Projected Financial Statements; Purpose of Analysis of Financial Statements by Bankers; Rearranging the Financial Statements for Analysis; Techniques used in Analysis of Financial Statements; Creative Accounting; Related Party Transactions

Working Capital Finance

Concept of Working Capital; Working Capital Cycle; Importance of Liquidity Ratios; Methods of Assessment of Bank Finance; Working Capital Finance to Information Technology and Software Industry; Bills/Receivables Finance by the Banks; Guidelines of RBI for Discounting/Rediscounting of Bills by Banks; Trade Receivables Discounting System (TReDS); Non-Fund Based Working Capital Limits; Other Issues Related to Working Capital Finance

Term Loans

Important Points about Term Loans; Deferred Payment Guarantees (DPGs); Difference between Term Loan Appraisal and Project Appraisal; Project Appraisal; Appraisal and Financing of Infrastructure Projects

Credit Delivery and Straight Through Processing

Documentation; Third-Party Guarantees; Charge over Securities; Possession of Security; Disbursal of Loans; Lending under Consortium/Multiple Banking Arrangements; Syndication of Loans; Straight-Through Loan Processing or Credit Underwriting Engines

Credit Control and Monitoring

Importance and Purpose; Available Tools for Credit Monitoring/Loan Review Mechanism (LRM)

Risk Management and Credit Rating

Meaning of Credit Risk; Factors Affecting Credit Risk; Steps taken to Mitigate Credit Risks; Credit Ratings; Internal and External Ratings; Methodology of Credit Rating; Use of Credit Derivatives for Risk Management; RBI guidelines on Credit Risk Management; Credit Information System

Restructuring/Rehabilitation and Recovery

Credit Default/Stressed Assets/NPAs; Wilful Defaulters; Non-cooperative borrowers; Options Available to Banks for Stressed Assets; RBI Guidelines on Restructuring of Advances by Banks; Available Frameworks for Restructuring of Assets; Sale of Financial Assets

Resolution of Stressed Assets under Insolvency and Bankruptcy Code 2016

Definition of Insolvency and Bankruptcy; To Whom the Code is Applicable; Legal Elements of the Code; Paradigm Shift; Corporate Insolvency Resolution Process; Liquidation process; Pre-packed Insolvency Resolution Process for stressed MSMEs

MODULE D: COMPLIANCE IN BANKS & CORPORATE GOVERNANCE

Compliance Function in Banks

Compliance Policy; Compliance Principles, Process and Procedures; Compliance Programme; Scope of Compliance Function; Role & Responsibilities of Chief Compliance Officer (CCO)

Compliance Audit

Role of Risk Based Internal Audit and Inspection; Reporting Framework and Monitoring Compliance; Disclosure Requirements; Accounting Standards; Disclosures under Listing Regulations of SEBI

Compliance Governance Structure

Organisational Structure; Responsibility of the Board and Senior Management; Compliance Structure at the Corporate Office; Functional Departments; Compliance Structure at Field Levels; Internal Controls and its Importance

Framework for Identification of Compliance Issues and Compliance Risks

Compliance Issues; Compliance Risk; Inherent Risk and Control Risk; Independent Testing and Effective Audit Programme; Reporting Framework and Monitoring Compliance; Role of Inspection and Audit; Loan Review Mechanism/Credit Audit; What is Good Compliance

Compliance Culture and GRC Framework

How to Create Compliance Culture Across the Organisation; Governance, Risk and Compliance – GRC Framework; Benefits of an Integrated GRC Approach; Whistle-blower Policy; The Components of a Whistle-blower Policy; Reasons for Compliance Failures

Compliance Function and Role of Chief Compliance Officer in NBFCs

Framework for Scale Based Regulation for Non-Banking Financial Companies; Transition Path; Framework for Compliance Function and Role of Chief Compliance Officer in Non-Banking Financial Companies in Upper Layer and Middle Layer (NBFC-UL & NBFC-ML)

Fraud and Vigilance in Banks

Definition of Fraud; Definition of Forgery; Areas in which Frauds are committed in Banks; Banking and Cyber Frauds; Fraud Reporting and Monitoring System; Vigilance Function in Banks; RBI Guidelines for Private Sector and Foreign

COMPULSORY PAPER II: BANK FINANCIAL MANAGEMENT

MODULE A: INTERNATIONAL BANKING

Exchange Rates and Forex Business

Foreign Exchange – Definition and Markets; Factors Determining Exchange Rates; Exchange Rate Mechanism; Foreign Exchange Dealing Room Operations; Derivative Products; RBI / FEDAI Guidelines; Foreign Exchange Arithmetic – Concepts and Examples

Liberalised Remittance Scheme (LRS) and other Remittance Facilities for Residents

Capital Account Transactions and Current Account Transactions; Key Sections under FEMA vis-à-vis Liberalized Remittance Scheme; Permissible/Non-permissible Remittances under LRS; Operational Guidelines; Remittances under LRS for Current Account Transactions; Tax Collected at Source (TCS); LRS vis-à-vis Capital Account Transactions; Reporting Requirements under LRS

Correspondent Banking and NRI Accounts

Correspondent Banking – Accounts and other Services; Nostro, Vostro and Loro Accounts; Electronic Modes of Transmission/Payment Gateways – SWIFT, CHIPS, CHAPS, RTGS, etc.; NRI Banking; NRI accounts – Rupee and Foreign Currency Accounts; Facilities to NRIs; Advances to Non-Residents against Non-Resident Deposits; Housing Loans to Non-Resident Indians

Documentary Letters of Credit

Definition of Letter of Credit; Types of Letters of Credit; Operations of Letter of Credit; UCP 600 and Important Articles; Liabilities, Responsibilities and Rights of the Parties; Documents under LC – Scrutiny, Crystallization, Follow-up for Bills under LC and Safeguards for Banks; Risks Relating to LC Transactions; Standby Letter of Credit (Similar to Guarantees); Uniform Rules for Bank-to-Bank Reimbursements (URR-725); International Standard Banking Practice – 745 (ISBP 745); Incoterms; Case Studies

Facilities for Exporters and Importers

Exchange and Trade Control Guidelines for Exporters; Facilities for Exporters; Export Finance; Gold Card Scheme for Exporters; Export Data Processing and Monitoring System (EDPMS); Factoring and Forfaiting; Exchange and Trade Control Guidelines for Importers; Import Finance; Import Data Processing and Monitoring System (IDPMS); Trade Credit – Supplier's Credit and Buyer's Credit; Case Study on Export Finance

External Commercial Borrowings and Foreign Investments in India

External Commercial Borrowings – Concepts; ECBs – Other Operational Concepts; Reporting Requirements; Conversion of ECB into Equity; Foreign Investments; Key Concepts; Eligible Foreign Investors; Eligible Investee Entities; Eligible Investment Instruments; Prohibited Sectors; Rules Governing Pledge of Shares; Operational Guidelines; Snap Shot of Non-Debt Instruments (NDI) Rules; List of Documents for Obtention of Foreign Investments; List of Documents for Refund of Foreign Investments

Risks in Foreign Trade – Role of ECGC

Definition of Risk and Risks in International Trade; Country Risk; Export Credit Insurance in International Trade; ECGC Role and Products; ECGC Policies; ECGC's Products for Banks; Other Aspects Relating to ECGC Policies and Guarantees; Some of the Common "To Do Points" under ECGC Policies; Claims

Role of EXIM Bank, Reserve Bank of India, Exchange Control in India – FEMA, FEDAI and Others

EXIM Bank – Role, Functions and Facilities; Reserve Bank of India – Role and Exchange Control Regulations in India; Foreign Exchange Management Act (FEMA) 1999; Role of FEDAI and FEDAI Rules; Short Notes on Other Topics: ECB and ADR/GDRs and FCCB;

International Financial Service Centres (IFSC), GIFT City

Scope of IFSC in India; Opportunities at Gift City; Guidelines relating to setting up of IFSC Banking Units (IBUs); Role of IFSCA ; Regulatory Framework; Permissible Activities at IBUs; Relaxations for the FPI (Foreign Portfolio Investors) Entities at GIFT City

Technology in International Banking

Introduction to Digitization in International Banking – An Overview, Evolution of Technology in International Banking; Benefits and Limitations of Technology in International Banking; Digital Platforms in International Banking; FINTECH and evolution of FINTECH in International Banking; Delivery channels under FINTECH in International Banking; Sample process of International Trade Using Blockchain Technology; Challenges in FINTECH

MODULE B: RISK MANAGEMENT

Risk and Basic Risk Management Framework

What is Risk?, Linkages among Risk, Capital and Return; Why Risk Management?; Basic Risk Management Framework

Risks in Banking Business

Risk Identification in Banking Business; The Banking Book; The Trading Book; Off-Balance Sheet Exposures; Banking Risks – Definitions

Risk Regulations in Banking Industry

Regulation of Banking Industries – Necessities and Goals; The Need for Risk-based Regulation in a Changed World Environment; Basel I: The Basel Capital Accord; 1996 Amendment to Include Market Risk; Basel II Accord – Need and Goals; Basel II Accord; Towards Basel III; Capital Charge for Credit Risk; Credit Risk Mitigation; Capital Charge for Market Risk; Capital Charge for Operational Risk; Pillar 2 – Supervisory Review Process; Pillar 3 – Market Discipline; Capital Conservation Buffer; Leverage Ratio; Countercyclical Capital Buffer; Systemically Important Financial Institutions (SIFIs); Risk Based Supervision (RBS)

Market Risk

Market Risk – Concept; Market Risk in Banks; Market Risk Management Framework; Organisation Structure; Risk Identification; Risk Measurement; Risk Monitoring and Control; Risk Reporting; Managing Trading Liquidity; Risk Mitigation

Credit Risk

General; Credit Risk Management Framework; Organisation Structure; Risk Identification; Risk Measurement; Credit Risk Control and Monitoring; Credit Risk Policies and Guidelines at Transaction Level; Credit Control and Monitoring at Portfolio Level; Active Credit Portfolio Management; Controlling Credit Risk through Loan Review Mechanism (LRM); Credit Risk Mitigation; Securitisation; Credit Derivatives (CDs)

Operational Risk and Integrated Risk Management

Operational Risk – General; Operational Risk – Classification; Operational Risk Classification by Event Type – Definitions; Operational Risk Management Practices; Management Overview and Organisational Structure; Processes and Framework; Risk Monitoring and Control Practices; Operational Risk Qualification; Operational Risk Mitigation; Scenario Analysis; Integrated Risk Management; The Necessity of Integrated Risk Management; Integrated Risk Management – Challenges; Integrated Risk Management – Approach

Liquidity Risk Management

Liquidity Risk Management – Need & Importance; Potential Liquidity Risk Drivers; Types of Liquidity Risk; Principles for Sound Liquidity Risk Management; Governance of Liquidity Risk Management; Liquidity Risk Management Policy, Strategies and Practices; Management of Liquidity Risk; Ratios in

respect of Liquidity Risk Management; Stress Testing; Contingency Funding Plan; Overseas Operations of the Indian Banks' Branches and Subsidiaries and Branches of Foreign Banks in India; Broad Norms in Respect Of Liquidity Management; Liquidity Across Currencies; Management Information System; Reporting to the Reserve Bank of India; Internal Controls

Basel III Framework on Liquidity Standards

Liquidity Coverage Ratio; Liquidity Risk Monitoring Tools; Net Stable Funding Ratio

MODULE C: TREASURY MANAGEMENT

Introduction to Treasury Management

The Concept; Functions of Integrated Treasury; The Process of Globalisation; Evolving Role of Treasury as Profit Centre; Organisation of Treasury

Treasury Products

Products of Foreign Exchange Markets; Money Market Products; Securities Market Products; Domestic and Global Markets

International Equity and Debt Products

Regulatory Environment; Global Depository Receipts; Indian Depository Receipts; External Commercial Borrowings; Trade Credits; Rupee Denominated Bonds

Funding and Regulatory Aspects

Reserve Assets: CRR and SLR; The Liquidity Adjustment Facility (LAF); Payment and Settlement Systems

Treasury Risk Management

Supervision and Control of Treasury; Market Risk and Credit Risk; Risk Measures: VaR and Duration; Use of Derivatives in Risk Management

Derivative Products

Derivatives and the Treasury; OTC and Exchange Traded Products; Forwards, Options, Futures and Swaps; Interest Rate and Currency Swaps; Developments in Indian Markets and RBI Guidelines on Risk Exposure

Treasury and Asset-Liability Management

Meaning of Asset-Liability Management (ALM), Liquidity Risk and Interest Rate Risk, Role of treasury in ALM, Use of derivatives in ALM, Credit risks and Credit Derivatives, Transfer pricing, Policy Environment

MODULE D: BALANCE SHEET MANAGEMENT

Components of Assets and Liabilities in Bank's Balance Sheet and their Management

Components of a Bank's Balance Sheet; What is Asset Liability Management?; Significance of Asset Liability Management; Purpose and Objectives of Asset Liability Management; ALM as Co-ordinated Balance Sheet Management

Capital Adequacy – Basel Norms

Scope of Application; Pillar-1 – Minimum Capital Requirements; Pillar 2- Supervisory Review Process; Pillar 3 – Market Discipline;

Asset Classification and Provisioning Norms

Asset Classification; Provisioning Norms

Liquidity Management

Definition; Dimensions and Role of Liquidity Risk Management; Measuring and Managing Liquidity Risk

Interest Rate Risk Management

Essentials of Interest Rate Risk; Sources of Interest Rate Risk; Effects of Interest Rate Risk; Measurement of Interest Rate Risk; Interest Rate Risk Measurement Techniques; Strategies for Controlling Interest Rate Risk; Controls and Supervision of Interest Rate Risk Management; Sound Interest Rate Risk Management Practices; RBI's Draft Guidelines on Interest Rate Risk in Banking Book

RAROC and Profit Planning

Profit Planning; Risk Aggregation and Capital Allocation; Economic Capital and RAROC

COMPULSORY PAPER III: ADVANCED BUSINESS & FINANCIAL MANAGEMENT

MODULE A: THE MANAGEMENT PROCESS

Basics of Management

Definition of Management, The Management Process, Functions of Management, Importance of Management, Management Thoughts & Approaches, Management Challenges & Opportunities, Introduction to Strategic Management, Business Environment Analysis

Planning

Fundamentals of Planning, Steps in Planning, Importance of Planning, Advantages and disadvantages of planning, Management by Objectives, Plan Components, Contingency planning, Forecasting & Decision Making

Organizing

Introduction and Fundamentals of Organizing, Importance of Organisation, Stages in Organising Process, The Organising Process, Principles of organizing, Types of Organisations, Organisation structure, Organisation charts and manuals, The Organisation culture, Authority & Responsibility, Key Issues in Organisation Structure, Organisational Change, Conflict Dynamics

Staffing

Functions of Staffing, Objectives of staffing, Nature of staffing, Facets of staffing, Significance of staffing, System approach to staffing, Recruitment, Selection, Training, Retention and development, Knowledge and learning management, Performance Appraisal, Human Resource Development

Directing

Characteristics of directing, Importance of directing, Elements of directing, Leadership, Motivation, Communication, Supervision

Controlling

Basics of Controlling, Characteristics of controlling, Advantages of controlling, Limitations of controlling, Types of control management, Control process, Relation between planning and control, Control Techniques, Control technique and Information Technology

MODULE B: ADVANCED CONCEPTS OF FINANCIAL MANAGEMENT

Sources of Finance and Financial Strategies

Equity Capital, Internal Accruals, Preference Capital, Term Loans, Debentures, Alternative Financing Strategies in the Context of Regulatory Requirements

Financial and Operating Leverages

Financial Leverage, Degree of Financial Leverage and its Behaviour, Operating Leverage, Degree of Operating Leverage and its Behaviour, Combined or Total Leverage

Capital Investment Decisions

Objective of capital investment decisions, Estimation of project cash flows, Forecasting and its relation to regulation of capital for short, medium and long term periods, Relationship between sales, production and other functional budgets, Cash Forecasts, Cost analysis for projects, Methods of Investment appraisal; Social Cost Benefit Analysis

Capital Budgeting for International Project Investment Decisions

Foreign Investment Analysis, Special Considerations- Foreign & Home Currency Cash Flows, Foreign Currency Discount Rates Computation, International Portfolio Investment and Institutional Constraints, Direct and Indirect Channels for International Portfolio Investment, Exchange and Country Risk, Return and Risk of Foreign Investment, Capital asset pricing model, Arbitrage pricing theory; International Capital Budgeting Issues involved in overseas projects, Approaches for evaluation of overseas projects, Evaluation methods, , Impact of transfer pricing

Adjustment of Risk and Uncertainty in Capital Budgeting Decision

Sources & Perspectives on Risk, Sensitivity Analysis, Scenario Analysis, Hillier Model, Simulation Analysis, Decision Tree Analysis, Corporate Risk Analysis, Managing Risk, Project Selection Under Risk, Risk Analysis in Practice

Decision Making

Decision Making using Cost-Volume-Profit (CVP) Analysis, Decision Making using Relevant Cost Concepts, Decision Making using Activity Based Costing, Ethical and Non-Financial Considerations Relevant to Decision Making

MODULE C: VALUATION, MERGERS & ACQUISITIONS

Corporate Valuations

Approaches to Corporate Valuation, Adjusted Book Value Approach, Stock and Debt Approach, Direct Comparison Approach, Discounted Cash Flow Approach, Steps involved in valuation using DCF Approach,

Discounted Cash Flow Valuation

Estimating Inputs, Approaches to Discounted Cash Flow Models, Various discounted Cash Flow Models, Dividend Discount Model, Applicability of the Dividend Discount Model,

Other Non-DCF valuation models

Relative valuation model, Equity Valuation Multiples Model, , Enterprise value multiples Model, Choosing the right multiples,

Book value approach Model, Stock and debt approach

Special cases of valuation

Intangibles –Brand, Human valuation etc., Real estate Firms, Start-up firms, Firms with negative or low earnings, Financial Service companies, Distressed firms, Valuation of cash and cross holdings, Warrants and convertibles, Cyclical & non-cyclical companies, Holding companies, E-commerce firms

Mergers, Acquisitions and Restructuring

Types of Transactions, Reasons for Merger, Mechanics of a Merger, Costs and Benefits of a Merger, Exchange Ratio in a Merger, Purchase of a Division / Plant, Takeovers, Leveraged Buyouts, Acquisition Financing, Business Alliances, Managing Acquisitions, Divestitures, Holding Company, Demergers
Deal structuring and financial strategies
Negotiations, Payment and legal considerations, Tax and accounting considerations, Tax reliefs and benefits in case of Amalgamation in India, Financial reporting of business combinations, Deal Financing, Financing of cross border acquisitions in India

MODULE D: EMERGING BUSINESS SOLUTIONS

Hybrid Finance

Advantages and disadvantages of Hybrid securities, Types of hybrid securities, Preference Share Capital, Features of Warrants, Features of Convertible Debentures, Differences between Warrants and Convertible debentures, Valuation of Warrants, Valuation of Compulsorily Convertible (Partly or fully) Debentures, Objective of issuing Warrants and Convertible debentures, Features of Foreign Currency Convertible Bond (FCCB), Mezzanine Financing, Innovative Hybrids

Start-up Finance

Benefits to startup under the Startup Plan, Startup definition in India, Challenges faced by Startups, State Startup Policy, Pitch Presentation, Programmes and competitions for startups, Tax exemptions, Funding, Investor's outlook in Startups, Funding schemes and programmes, International challenges and bridges

Private Equity and Venture Capital

Characteristics of Venture Capital Investments, Characteristics shared by Private Equity and Venture Capital as well as their key distinctions, Financing options available through Venture Capital, Investment in Private equity, Benefits obtained through private equity, Drawbacks to the practice of private equity, Due diligence, Exit Strategies

Artificial Intelligence

History of Artificial Intelligence, Applicability of Artificial Intelligence, Artificial Intelligence in Banking and Finance, The future scope of Artificial Intelligence, Neural Networks, Control Theory and Cybernetics, Rational Agents, Motion and Manipulation, Tools and Techniques of Artificial Intelligence, Artificial Intelligence and Morality

Business Analytics as Management Tool

Essentials of Business analytics, Types of Analytics, Elements of Business Analytics, Big Data Analytics, Web and Mobile Analytics, Comparing web Vs Mobile Analytics, Importance of Business Analytics

Green and Sustainable Financing

ISO Standards for Green Finance, Building Green Finance, International Best Practices towards Green Finance, Public Policy in India, Progress of Green Finance in India, Challenges and way forward, Growth of Regulatory Framework, National Efforts towards Green and Sustainable Financing, RBI Views on Climate Risk and Sustainable Finance

Special Purpose Acquisition Company

Advantages of SPAC, Disadvantages of SPAC, SPAC Formation and Timelines, The SPAC Merger, Stakeholders, Characteristics of SPACs, Process, SPAC Capital Structure, Trust Account, Warrants, Forward Purchase, IPO Agreements, De-SPAC Process

COMPULSORY SUBJECT IV: BANKING REGULATIONS AND BUSINESS LAWS

MODULE A: REGULATIONS AND COMPLIANCE

Legal Framework of Regulation of Banks

Business of Banking, Constitution of Banks, Reserve Bank of India Act, 1934, Banking Regulation Act, 1949, Reserve Bank as a Central Bank and Regulator of Non-Banking Financial Institutions/Banks, Government as a Regulator of Banks, Control over Co-operative Banks, Regulation by Other Authorities

Control over Organisation of Banks

Licensing of Banking Companies including RBI Licencing Policy for Universal Banks and Small Finance Banks/Branch Licensing, Paid-up Capital and Reserves, Shareholding in Banking Companies, Subsidiaries of Banking Companies, Board of Directors, Chairman of Banking Company, Appointment of Additional Directors, Restrictions on Employment, Controls over Management, Corporate Governance, Directors and Corporate Governance

Regulation of Banking Business

Power to Issue Directions, Acceptance of Deposits, Nomination, Loans and Advances, Regulation of Interest Rates, Regulation of Payment Systems, Internet Banking Guidelines, Regulation of Money Market Instruments, Banking Ombudsman, Regulation to Strengthen Financial Stability

Returns, Inspection, Winding Up, Mergers & Acquisitions

Annual Accounts and Balance Sheet, Audit and Auditors, Submission of Returns, Preservation of Records and Return of Paid Instruments, Special Audit, Inspection and Scrutiny, Board for Financial Supervision, Acquisition of Undertakings, Amalgamation of Banks, Winding up of Banks, Penalties for Offences Public Sector Banks, Private Sector Banks, Regional Rural Banks, Differentiated Banks and Co-operative Banks, Local Area Banks

State Bank of India, Regional Rural Banks, Other Public Sector Banks, Application of Banking Regulation Act to Public Sector Banks, Disinvestment of Shares by Government, Co-operative Banks, Private Sector Banks, Differentiated Banks, Local Area Banks

Non-Banking Financial Companies (NBFCs)

Regulators of NBFCs, Role of NBFC in promoting Inclusive Growth, Registration, Revised Scale Based Regulatory Structure, Nomenclature and Regulatory Norms, Capital Guidelines, Prudential Guidelines, Corporate Governance, Fair Practices Code for applicable NBFC, Bank Finance to NBFCs registered/not requiring registration with RBI, Co-Lending by banks and NBFCs to PSA

Financial Sector Legislative Reforms and Financial Stability and Development Council

Narasimham Committees 1/2, Banking Sector Reforms, Reforms in Monetary Policy, Reforms in Financial Markets, Reforms in Forex Market, Financial Sector Development Council (FSDC), Function of the FSDC, Wings of FSDC

MODULE B: IMPORTANT ACTS/LAWS & LEGAL ASPECTS OF BANKING OPERATIONS – PART A

The Prevention of Money Laundering Act, 2002

Office of Money Laundering, Punishment for Money Laundering, Obligations of Banking Companies, Financial Institutions and Intermediaries, Enhanced Due Diligence, Rules Framed, Records to be Maintained, Information Contained in the Records, Procedure for Maintaining Information, Procedure for Furnishing Information to the Director, Verification of Records of the Identity of Clients, Maintenance of Records of Identity of Clients, Some Cases pertaining to the Act

Negotiable Instruments Act, 1881

Negotiable Instruments, Types and Characteristics, Drawer/Acceptor, Payment of Cheques – Protection to Bankers' /Customers', Material Alteration, Where Alteration is not apparent, Protection to the Collecting Banker

Foreign Exchange Management Act, 1999

Meaning of Certain Important Terms Used in FEMA, Regulation and Management of Foreign Exchange, Powers of RBI with Respect to Authorized Persons, Contravention, Penalties, Adjudication and Appeals, Directorate of Enforcement, Special Provisions relating to Assets held outside India

Payment & Settlement Systems Act, 2007

Definitions, Designated Authority/Authorization, Regulation and Supervision by the RBI, Settlement and Netting, Power of RBI to make regulations

Law Relating to Securities and Modes of Charge – I

Mortgage, Document of Title to Immoveable Property – Meaning, Copy of Document of Title to Immoveable Property Where Acceptable

Law Relating to Securities and Modes of Charge – II

Appropriation, Assignment, Pledge, Hypothecation, Bankers lien, Set-off

Creation/Registration and Satisfaction of Charges

What is a Charge?, Procedure for Registration of Charge, Effect of Registration of Charges, Effect of Non-registration of Charges, Provisions of Companies Act 2013 Relating to Registration of Charges

MODULE C: IMPORTANT ACTS/LAWS & LEGAL ASPECTS OF BANKING OPERATIONS – PART B

Reserve Bank – Integrated Ombudsman Scheme, 2021

Coverage and Definitions, Ombudsman–Appointment/Location of Offices/Establishment of a Centralized Receipt and Processing Centre, Procedure for Redressal of Grievance, Procedure for Filing a Complaint / its Initial Scrutiny and Resolution, Passing of an Award and Right to Prefer to Appeal, Suspension of the Scheme

The Micro, Small and Medium Enterprises Development Act, 2006

Coverage and Definitions, Summary of Regulation, National Board for Micro, Small and Medium Enterprises (NBMSME)/Advisory Committee, Memorandum of Micro, Small and Medium Enterprises, Delayed Payments to Micro and Small Enterprises, Micro and Small Enterprises Facilitation Council and Reference to the Council in case of Disputes, Disclosures and Penalty for Contravention of the Provisions of the Statute

Introduction to Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI Act, 2002)

Constitutional Validity of the Act

Definitions Under SARFAESI Act, 2002

Preamble, Appellate Tribunal, Asset Reconstruction, Bank, Board, Borrower, Central Registry, Debt Recovery Tribunal, Default, Financial Assistance, Financial Asset, Financial Institution, Hypothecation, Non-performing Asset, Originator, Obligor, Property, Qualified Institutional Buyer, Scheme, Securitization, Security Agreement, Secured Asset, Secured Creditor, Secured Debt, Security Interest, Security Receipt, Sponsor

Regulation of Securitisation and Reconstruction of Financial Assets of Banks and Financial Institutions

Registration of Asset Reconstruction Company, Cancellation of Certificate of Registration, Acquisition of Rights of Interest in Financial Assets, Notices to Obligor and Discharge of Obligation of Such Obligor, Issue of Security Receipts and Raising of Funds by Securitization or Reconstruction Company, Exemption from

Registration of Security Receipt, Measures of Assets Reconstruction, Other Functions of the Securitization Company or Reconstruction Company, Resolution of Dispute, Powers Available with RBI

Enforcement of Security Interest

Enforcement of Security Interest, Chief Metropolitan Magistrate or District Magistrate's Assistance for Taking Possession of Secured Asset, Manner and Effect of Takeover of Management, No Compensation to Directors for Loss of Office, Application against Measures to Recover Secured Debt, Appeal to Appellate Authority, Right of the Borrower for Compensation and Costs

Central Registry

Central Registry, Central Registrar, Register of Securitization, Reconstruction and Security Interest Transactions, Filing of Transactions of Securitization, Reconstruction and Creation of Security Interest, Modification of Security Interest Registered, Satisfaction of Security Interest, Right to Inspect Particulars of Securitization, Reconstruction of Security Interest Transactions

Offences and Penalties

Penalties, Penalties for Non-compliance of Directions of Reserve Bank of India, Offences, Cognizance of Offences, Power of Adjudicating Authority to Impose Penalty/Appeals against Penalty and Adjudicating Appellate Authority

Miscellaneous Provisions

Non-Applicability of the Provisions of the SARFAESI Act in Certain Cases, Exemption of Certain Classes of Banks /Financial Institutions, Protection of Action Taken in Good Faith, Offences by Companies, Civil Court not to have Jurisdiction, Overriding Effect on Other Laws, Limitation, Power of the Central Government to Make Rules, Amendments to Certain Other Enactments

Registration of Security Interest by Secured Creditors and Other Creditors/ Rectification by Central Government in Some Cases

Registration by Secured Creditors and Other Creditors, Rectification by Central Government in Matters of Registration, Effect of the Registration of Transactions, Right of Enforcement of Securities and Priority Allowed to Secured Creditors

The Recovery of Debts and Bankruptcy Act, 1993

Constitutional Validity of the Act, Extent, Commencement, Application and Definitions

Establishment of Tribunal and Appellate Tribunal

Establishment of Tribunal, Composition of Tribunal, Qualification for Appointment as Presiding Officer and Term of Office, Staff of Tribunal, Establishment and Composition of Appellate Tribunal, Qualification for Appointment as Chairperson of the Appellate Tribunal and Term of Office, Filling up of Vacancies at Tribunal and Appellate Tribunal, Finality of Orders Constituting Tribunal or an Appellate Tribunal

Jurisdiction, Powers & Authority of Tribunals

Jurisdiction, Powers and Authority of Tribunals, Bar of Jurisdiction of Civil Courts

Procedure of Tribunals

Application to the Tribunal, Appeal to the Appellate Tribunal, Deposit of Amount of Debt Due for Filing Appeal, Procedure and Powers of the Tribunal and the Appellate Tribunal, Limitation

Recovery of Debts Determined by Tribunal and Miscellaneous Provisions

Modes of Recovery of Debts, Validity of Recovery Certificate and Amendment Thereof, Stay and Amendment for Recovery Proceeding and Certificate, Other Modes of Recovery, Application of Certain Provisions of the Income Tax Act, Appeal against the Order of Recovery Officer, Transfer of Pending Cases, Power of Tribunal to Issue Certificate of Recovery in Case of Decree or Order, Chairperson, Presiding Officer and Staff of Appellate Tribunal and Tribunal Public Servants, Protection of Action Taken in Good Faith, Overriding Effect of the Act, Powers to Make Rule

Introduction to the Insolvency and Bankruptcy Code, 2016

Definitions, Coverage, Pillars of IBC, 2016, The Insolvency Resolution Process for Companies and Limited Liability Entities, Corporate Insolvency Resolution Process (CIRP), Initiation of Corporate Insolvency

Resolution Process by a Financial Creditor , Suspension of Initiation of CIRP, Persons not Entitled to Make Application, Time – Limit for completion of Insolvency Resolution Process and withdrawal of application admitted under the Code, Declaration of Moratorium and Public Announcement by the Adjudicating Authority, Appointment/Tenure of the Interim Resolution Professional, Committee of Creditors, Appointment of Resolution Professional, Liquidation, Order of Priority of Payment of Debts , Fast Track Insolvency Resolution Process, Voluntary Liquidation of Corporate Person

The Bankers' Books Evidence Act, 1891

Applicability and Definitions, Conditions in the Printout, Mode of Proof of Certain Entries in Bankers' Books, Case in which Officer of Bank not Compellable to Produce Books, Inspection of Books by Order of Court or Judge, Costs of Application

The Legal Services Authorities Act, 1987: Lok Adalats

Organization of Lok Adalats, Jurisdiction of Lok Adalats, Cognizance of Cases by Lok Adalats, Disposal of Cases by Lok Adalats, Nature of Award of the Lok Adalats and Powers

The Consumer Protection Act, 2019

Definitions, Unfair Contract and Unfair Trade Practice, Central, State and District Consumer Protection Councils, Central Consumer Protection Authority, District, State and National Consumer Disputes Redressal Commission, Ministry of Consumer Affairs, Food and Public Distribution (Department of Consumer Affairs) Notification dated 30th December, 2021, Finality of Orders and Limitation Period, Consumer Mediation Cell

The Law of Limitation

Definitions, Limitation and Its Computation, Computation of the Period of Limitation, Acts Giving Rise to Fresh Period of Limitation, Certain Important Provisions in Schedule to the Limitation Act

Tax Laws

Income Tax, Commodity Transaction Tax, Goods and Services Tax

MODULE D: COMMERCIAL & OTHER LAWS WITH REFERENCE TO BANKING OPERATIONS

Meaning and Essentials of a Contract

Meaning of Contract, Key Components to Form a Contract Essentials of a Valid Contract, Contract Act and Banking

Contracts of Indemnity

Rights of Indemnity Holder, Implied Indemnity, Enforceability of Contract of Indemnity

Contracts of Guarantee

Parties to the Contract, Basic Principles of Contract to be complied, Consideration, The Liability of the Surety, Continuing Guarantee, Death of Surety, Variance in Terms of the Contract, Discharge of Principal Debtor, Forbearance to Sue, Release of One Co-surety does not Discharge Other, Surety can Claim His Dues from the Principal Debtor, Security, Misrepresentation made by the Creditor, Implied Promise by the Principal Debtor to Indemnify the Surety, Co-sureties for the Same Debt, Revocation of a Continuing Guarantee

Contract of Bailment

Meaning of Bailment, Essential Features of Bailment, Bailor Bound to Disclose to the Bailee, Bailee to take care of Goods, Effects of mixing of Goods and Expenses, Duties of the Bailee with regard to Goods, Bailee's Lien

Contract of Pledge

Ingredients of Pledge, Nature of Pledge, Pledge by Way of Hypothecation, Pledge by Pledgee

Contract of Agency

Definition, Contract of Agency, Essential Characteristics of a Contract of Agency, Rules of Agency, Types of Agents, Rights and Duties of the Agent and Principal

Meaning and Essentials of a Contract of Sale

Meaning of some of the Important Terms Defined Under the Sale of Goods Act, 1930, Meaning of Contract of Sale of Goods, Features of Contract of Sale of Goods, Sale and Agreement to Sell, Distinction between a Sale and an Agreement to Sell

Conditions and Warranties

Meaning of Condition and Warranty, Implied Conditions and Warranties

Unpaid Seller

Rights of an Unpaid Seller

Definition, Meaning and Nature of a Partnership

Meaning and Definition of Partnership, Essential Characteristics, Types of Partnership, Limited Liability Partnership (LLP)

Relations of Partners to One Another

General Duties of Partners, Duty to Indemnify the Loss caused by Fraud, Determination of Rights and Duties of Partners by Contract between the Partners, The Conduct of the Business, Mutual Rights and Liabilities, The Property of the Firm, Profits Earned by Partners, Rights and Duties of Partners

Relations of Partners to Third Parties

Partner is an Agent of the Firm, Implied Authority of Partner as Agent of the Firm, Extension and Restriction of Partner's Implied Authority, Partner's Authority in an Emergency, Mode of Action to Bind Firm, Liability of a Partner for Acts of the Firm, Liability of the Firm for Wrongful Acts of a Partner, Liability of Firm for Misapplication by Partners, Holding Out, Rights of Transferee of a Partner's Interest

Minor Admitted to the Benefit of a Partnership

Minor cannot be a Partner, Legal position after the Minor attains majority, Retirement of a Partner, Insolvency of a Partner

Dissolution of a Firm

Dissolution, Dissolution by Agreement, Compulsory Dissolution, Dissolution on the Happening of Certain Contingencies, Dissolution by the Court, Liability for Acts of Partners Done after Dissolution

Effect of Non-Registration

Registration

Definition and Features of a Company

Definition of a Company, Features of a Company, Distinction between a Company and Partnership

Types of Companies

Classifications of Companies on the basis of mode of Incorporation, Classifications of Companies on the basis of Liability, Classifications of Companies on the basis of Public Interest, Holding and Subsidiary Companies

Memorandum of Association and Articles of Association

Memorandum of Association, Articles of Association, Effect of Memorandum and Articles, Distinction between the Memorandum of Association and Articles of Association

Doctrines of Ultra Vires/ Constructive Notice/ Indoor Management

Doctrine of Ultra Vires, Effects of Ultra Vires Transaction, Constructive Notice of Memorandum of Association

and Articles of Association, Effect of the Doctrine of Constructive Notice, Doctrine of Indoor Management

Membership of Company

Who is a Member of a Company? Various Modes of Becoming Member of a Company, Who can be Members of a Company?, Cessation of Membership in a Company, Register of Members, Place of Keeping and Inspection of Register of Members, Rights and Duties (Liabilities) of Members of a Company, Rights of Members

Prospectus

What is a Prospectus? Compliance with Respect to Prospectus, Mis-statements in a Prospectus and Remedies

Directors

Minimum Number of Directors, Appointment of Directors and Proportion of those who are to Retire by Rotation, Ascertainment of Directors Retiring by Rotation and Filing of Vacancies, Right of Persons other than Retiring Directors to stand for Directorship, Additional Directors, Filling of Casual Vacancies among Directors, Consent to the Company, Consent to be filed with Registrar of Companies, Whole-time Director, Qualification Shares, Maximum Number of Directorships, Vacation of Office by Directors, Certain Powers can be exercised only at Meetings of the Board, Restrictions on Powers of Board, Loan to Director, Contracts in which Directors are Interested, Alternate Director, Compensation for Loss of Office.

Limited Liability Partnership Act, 2008

Definitions, A Body Corporate, Partner/Designated Partner, Liabilities of and changes in Designated Partners, Incorporation of a Limited Liability Partnership, Partners and their Relations, Conversion

Transfer of Property Act, 1882

Sale of Immoveable Property, Mortgage of Immoveable Property, Types of Mortgage, Sale without Court Intervention, Enforcement of Mortgages through Court, Leases of Immoveable Property, Actionable Claims

The Right to Information Act, 2005

Applicability, Definitions

Right to Information and Obligations of Public Authorities

Obligations of Public Authorities, Procedure for obtaining Information, Disposal of Request, Appeal, Orders in Appeal, Penalties

Information Technology Act, 2000

Definitions, Electronic Governance, Certifying Authorities, Digital Signature Certificates, Penalties, Appeal, Investigation, Critical Information Infrastructure –Protected System, Application of the Act to Electronic Cheque and Truncated Cheque,

Prevention of Corruption Act, 1988

Definitions, Special Judges, Offences and Penalties, Fixing of Fine, Persons authorized to investigate, Powers to inspect 'Bankers Books', Appeal and Revision

APPENDIX

Important Provisions / Sections of certain Acts

ELECTIVE PAPER I: RURAL BANKING

MODULE A: RURAL INDIA

Demographic Features

Population; Literacy; Sixth Economic Census; Agriculture Census; Socio Economic Development Indicators; Health; Nutrition; Education; Rural-Urban Migration

Characteristics of Rural Society

Social Stratification; Local Institutions; National Institute of Rural Development and Panchayati Raj (NIRD & PR)

Economic Features

Agriculture; Non-Farm Activities; Gross Domestic Product and Gross Value Added; Rural Money Markets – Formal and Informal Rural Money Markets; Rural Indebtedness; Rural Poverty; Different Methods of Measuring Poverty Line; Sustainable Development Goals

Infrastructure

Infrastructure in India; Transport; Markets; Rural Electrification; Other Services

Agriculture Economy

Structure and Characteristics of Indian Agriculture; Role of Agriculture in Economic Development; Agriculture-Industry Linkage; Issues in Economic Development; Resources in Agriculture; Technical Change in Agriculture; Constraints in Agricultural Development; Emerging Issues in Agriculture; National Mission for Sustainable Agriculture (NMSA)

Rural Development Policies

Rural Development Schemes; Skill Development and Entrepreneurship Initiatives; Shyama Prasad Mukherji Rural Mission (SPMRM); Programs for Development of Backward Areas; Power Supply to Rural India Program; Development of Dryland Farming; Soil and Water Conservation; Rural Infrastructure Development Fund; Economic Reforms; Financial Sector Reforms; Impact of Reform in Rural Economy; Reforms after 1998-99

Issues Concerning Rural Areas

Components of Rural Development; Approaches to Rural Development since Independence; Sustainable Rural Development; Necessity for Rural Development; Measures for Development; Rural Development and Rural Management; Key Issues Concerning Rural Management; Marketing Management; Importance of Agricultural Prices

MODULE B: FINANCING RURAL DEVELOPMENT

Regulation of Rural Financial Services

Overall Set Up of Rural Financial Institutions (RFIs); Function and Policies of RBI in Rural Banking; Role and Functions of NABARD; Lead Bank Scheme

Rural Credit Institutions

Cooperative Credit System; Regional Rural Banks; Commercial Banks and Rural Financing; Other Financial Institutions Catering to Rural Areas; Initiatives for Augmenting Credit Flow; Role of Information and Communication Technologies in Rural Banking; Rural Development Banking – Initiatives for Inclusive Growth; Rural Insurance and Micro Insurance; Micro Finance Institutions; Concept of Business Facilitators and Business Correspondents in Rural Banking

Financing Agriculture and Allied Activities

Crop Loans – Production Credit; Features of Kisan Credit Card Scheme; Basic Features of NABARD Refinance Support to Cooperative Banks and RRBs for Crop Production activities; Bank's Role in Provision of Relief in Areas Affected by Natural Calamities; Term-Loans for Agriculture and Allied Activities; Features of Major Sectors for which Opportunities are Available for Provision of term Credit by Banks; Advance against Gold Ornaments

Financing Rural Non-Farm Sector

Rural Non-Farm Sector – Facilitative Set Up, Importance, Structure and Growth, Strength and Issues Concerning the Sector; Promotion of Traditional Industries; Raw Material Supply – Arrangements; Marketing Assistance; Institutional Finance; Technology Development and Training

SME Finance

Definition of SME; Importance of the sector to the Indian Economy; Arrangements for provision of credit to the MSME sector; Appraisal of MSME loan proposals – techniques and Requirement assessment of

Projects for term loans; SIDBI's assistance to the MSME Sector and its development role; Policy prescriptions of RBI for the growth of MSME Sector; Initiatives taken by GOI for the development of MSME Sector; Problems faced by MSMEs; Delayed Payments to Micro and Small Enterprises under the Micro Small and Medium Enterprises Development (MSMED) Act, 2006; Performance and Credit Rating Scheme (PCRS); Framework for Revival and Rehabilitation of MSMEs

Concepts of Project, Aspects of Project Formulation & Appraisal & Model Bankable Projects

Aspects of Project Preparation; The Project Cycle; Minor Irrigation Schemes; Lift Irrigation; Financing Micro Irrigation Structures; Land Development Schemes; Farm Mechanization; Financing Plantation and Horticulture; Dairy Development Schemes; Poultry Farming; Sheep Breeding; Goat Rearing; Pisciculture; Bee Keeping; Financing Rural Godowns; Financing Sericulture; Financing Mushroom Cultivation

MODULE C: PRIORITY SECTOR FINANCING AND GOVT.

INITIATIVES Priority Sector Lending

Evolution of Priority Sector Lending; Guidelines on Priority Sector Lending – Categories; Non-Achievement of Priority Sector Targets; Common Guidelines for Priority Sector Loans; Priority Sector Credit Achievement

Poverty Alleviation Programs

Poverty Assessment and Way Forward; Initiatives of the Government – Features of the Schemes Implemented for Poverty Reduction; Welfare Schemes

Rural Housing and Education Loans

Rural Housing an Introduction; Pradhan Mantri Awas Yojana (Grameen); Education Loan

Initiatives of RBI under Financial Inclusion & Financial Education Programs and implementation of various Poverty Reduction Programs

National Strategy for Financial Inclusion; National Strategy for Financial Education; Direct Benefit Transfer; Guidelines Issued by RBI under NRLM/NULM; Relief Measures by Banks in areas Affected by Natural Calamity-RBI Guidelines to Banks; Credit Facilities to SCs/STs; Credit Facilities to Minority Communities; Poverty Alleviation/Employment Generation Programs

MODULE D: PROBLEMS AND PROSPECTS IN RURAL BANKING

Role of Banking – Emerging Trends in Rural Banking Characteristics of Rural Society

Present Scenario; Areas of Concern and Actions Pursued; Present Focus on Banking in Rural Areas; Inclusive Banking Activities

Role of Technology in Financial Inclusion and Rural Development

Transformational Role of Digital Technologies; Technology for Adoption of Improved Agricultural Practices; Scope for Using Digital Technology for Growth in Agriculture; Modern Management of Agriculture – Possible Technological Components; Benefits of Usage of Technology in Agriculture for the Society and the Nation; Common IOT Devices/Equipment in Agriculture for Agri-Solutions; Technology and Value Chain Operations; Progress of IOT in World Agriculture; Progress of IOT in Indian Agriculture; Other Initiatives for Development of Rural Areas; Financial Technology in Financial Inclusion Space

Financing Poor as Bankable Opportunities: Micro Credit and Self Help Groups

Microcredit Delivery Models; SHG-Bank Linkage Program (SBLP) Approach; Micro Finance Institutions (MFIs); Role of NABARD as Microfinance Facilitator; SIDBI & Micro Credit; Initiatives by RBI and GOI

ELECTIVE PAPER II: HUMAN RESOURCE MANAGEMENT

Module A: Human Resource Management

Fundamentals of HRM

Fundamentals of HRM; New Insights into HR Management; Ethics in Human Resource Management (HRM)

Organisational Behaviour

Behavioural Dynamics in Organisations; The Person – Job Fit; Group Dynamics; Leadership and Team Effectiveness; Some Contemporary Approaches to Leadership; Transformational Leadership; Human Resource Implications of Benchmarking; Quality Initiatives in Organisations; 'Quality Circle': A HR Strategy to Quality Improvement; 'Six Sigma': A Model for Improving in Business Processes; Positive Attitude: The Core Behavioural Capital of Organisations; Stress Management; Business Etiquettes

Organisational Change

Change and Development; Change Agent; Managing Change; John P Kotter's eight step to successful change; 'Responsibility Charting'

HRM in Indian Banks

Traditional Role of HRM in Indian Banks; Expectations from HR Department; Changing Profile of 'HRM' in Banks; Major HRM Challenges Facing Banks; Core Banking and People Challenges

Knowledge Management

Concept of Knowledge Management (KM); Significant Features of Knowledge Management; Knowledge Management in Banks; IT & Database Management

Module B: Building an HR Strategy

HR as a Strategic Player

HR as a Strategic Player & Strategic HRM; HR Strategy Formulation and Implementation; Need for a Distinctive HR Strategy; Creating Business Value Through HR Strategy; 'Factor Analysis' in HRM; Connecting 'Strategy' to Organisations; Strategy Execution; Aligning HR System with Decision Framework

CEO and his/her Team

Roles and Responsibilities of CEO; CEO and Talent Management; Executive and Line Managers; Succession Planning; 'Job Family': An Integrated Model for sustained Succession Planning & Talent Management; Human Resource Audit

Communication

Organisational Communication; Types of Communication; Barriers to Effective Communication; Steps for Effective Communication; HR and Communication

HR Functions

Human Resource Planning (HRP); Recruitment and Selection; Impact of Technology on Critical HR Functions; 'Social Media Policy' for Organisations : Need and Contents thereof; Compensation; Incentive Based Compensation; Attrition/Turnover Management; Employee Risk Assessment Systems in Banks

Performance Management

Performance Management System (PMS); Performance Appraisal System; 360-Degree Appraisal; Competency Mapping; Key Result Areas (KRAs)

Module C: Motivation, Training and Skill Development

The Learning Process

Human Implications of Organisations; The Learning Theory; The Learning Process; Employee Behaviour

Employee Motivation

Types of Motivation; Motivational Theories; Employee Attitude Development; Practical Applications of Motivation; Job Enrichment; Job Enlargement; Job Rotation; Job Satisfaction

Employee Development

Basic Objectives of 'Training'; Training & Development: Its Need; Concepts and differences of 'Training', 'Development' and 'Learning'; 'Training Need': Methods for Identification of Training Needs; Role and Impact of Training; Changing Face of Banking in India; Future of Bank Education in India

Training Methodology

Subject Matter of Training: 'Learning Organisations'; Training Methodology; Current Trends in Training; Types of Training; Benefits of Training; Training & Career Development; Soft Skills Training; Challenges in Training in Banks; Training Infrastructure in Banks; Talent Management; Creative Talents & Dynamic Leadership: A Winning Combination; Strategies to hone up Leadership Skills; Training for the New Generation; Return on Investment (RoI) on Training; Measuring the Success of Training; Best Practices in Training to Help Organisations

Module D: Personnel Management and Industrial Relations

Industrial Relations (Part A)

Personnel Function; Legal Aspects of Personnel Function; Legislation on Working Conditions; Industrial Relations Code 2020; Legislation on Wages; Legislation on Social Security; Legislation on Employment and Training; The Changing Scenario

Industrial Relations (Part B)

Historical Background of Trade Union Movement; Trade Unions in Banks; Industrial Relations; Collective Bargaining

Employee Discipline (Grievance Redressal and Discipline)

'Grievance': Concept and Definition; Causes & Effects of 'Grievance'; Grievance Redressal Mechanism; Conflict Management; Management Dilemma

Workers' Participation in Management (WPM)

'Participation': Concept & Definition, Types; Methods of Participation; Indian Banking Experience on Workers' Participation in Management (WPM)

Employee Discipline (Discipline Management)

Discipline at Workplace; Discipline Management; Disciplinary Rules in Banks; Domestic Enquiry; Frauds in Banks; The Risk Attached to Delegation of Financial Powers; Need for Vigilance Department in Banks; Diversity and Gender Issues; Dealing with Cases of Sexual Harassment; The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH ACT)

Module E: Emerging Scenario in HRM

Contemporary Practices in Employee Engagement

Concept and Definition of 'Employee Engagement'; Various features and characteristics of 'Employee Engagement'; Drivers of 'Employee Engagement'; Need for creative strategies for engaging Gen 'Y' Employees; Contemporary 'Employee Engagement' strategies; 'Work From Home': Emerging New Normal in Organisations; Strategies to Keep Employees Engaged When They are Working From Home (WFH); 'Hybrid Model' of working: Unifying the Physical and Virtual; 'U-Work' & 'Open2u': New and Novel Employment Models; Legal Frame-Work in India to Regulate New Models of Work

Organisational Culture & Creativity: New Imperatives

Definition and Characteristics of 'Individual Culture' and 'Organizational Culture'; Concept and Features of 'Individual Creativity' and 'Organisational Creativity'; Distinction between 'Creativity' & 'Innovation'; Impact of 'Culture' on 'Creativity' and Vice-Versa in Organisations; Essential Qualities of a 'Creative Leader/Manager'; Strategies to Create 'Ethical Organizational Culture'

'Corporate Sustainability' & 'Green HRM': A Social & Environmental Approach to People Management

Concept of 'Corporate Sustainability'; Evolution from 'Strategic HRM' to 'Sustainable HRM'; Various Forms of 'Sustainable HRM'; 'Green HRM': An Environmental Approach to HRM; 'Green HRM' Practices in Banking Industry: Possibilities and Prospects; The Way Forward

'HR Analytics', 'HR Entrepreneurship' & 'AI-Based HR Solutions': New HR Trends for Future

'HR Analytics': Conceptual Understanding; 'HR Metrics' vs 'HR Analytics'; Advantages and Disadvantages of 'HR Analytics'; 'HR Entrepreneurship': The future Buzzword; Introduction to 'Artificial Intelligence'; Role of 'Artificial Intelligence' in HR Functions

Leading in a 'VUCA' & 'BANI' Scenarios: New Approaches in 'Crisis Management'

'Crisis': Concept, Definition, Features & Sources; 'Crisis Management': Concept, Features & Need; Four-Levels of 'Uncertainty': Strategies to Manage; 'VUCA': Gravity-Driven Approach to 'Uncertainty' and 'Crisis Management' in Organizations; Evolution of 'BANI' Approach in Crisis Management; 'VUCA' or 'BANI': Which is to be the Vision for Organisations to Deal with the Crisis?; Typical Models of 'Crisis Management' Process; Role of HR in 'Crisis Management' Process; Leadership Role in 'Crisis Management'; Role of Employees in 'Crisis Management'

'Business Ethics', 'Corporate Governance' & 'Corporate Social Responsibility': A Winning Combination for Organisational Excellence

'Business Ethics': A Treasure of Trust; Areas of 'Business Ethics'; Theories of 'Business Ethics'; Characteristics of an 'Ethical Organisation'; 'Corporate Governance': Shareholders' Primary; Major Best Practices for Improving 'Corporate Governance'; Ethical issues in 'Corporate Governance'; 'Corporate Social Responsibility'(CSR): A Resolve Towards Commitment to 'Business Ethics' & 'Social Wellbeing'; Various Models of 'Corporate Social Responsibility'; 'Corporate Social Responsibility': Indian Experience

Elective Paper III: INFORMATION TECHNOLOGY & DIGITAL BANKING

MODULE A: INTRODUCTION TO INFORMATION TECHNOLOGY

Information Technology and its Implications

Impact of Information Technology, Strategic Issues and IT

Introduction to Computing

Introduction to Computer, Data Processing and methods, Computing Environments, Virtualization of Servers

Introduction to Software

Computer Software, Open Source Software, Web Browsers

Networking Systems

Data Communications, Wan Technology Overview, TCP/IP & Internet

MODULE B: SYSTEMS AND DESIGN

Introduction to Information Systems

Introduction to Information Systems, Types of information systems, Management Information System Structure, Decision Support System (DSS), Executive Information Systems (EIS), Group Decision Support Systems (GDSS), Project Management, Capability Maturity Model (CMM), Building Data Centers

Database Management Systems

DBMS Concepts, Relational database, Normalization of a Database, Oracle

Data Warehousing and Data Mining

Need for Data Warehouse, A Data Warehouse Architecture, Data Warehouse Options, Developing Data Warehouses, Business Intelligence – Expert Systems & Artificial Neural Networks, Data Mining , Emerging Trends in Data Warehousing & Analytics

MODULE C: BANKING TECHNOLOGY APPLICATIONS AND DIGITAL BANKING

E-Learning Environment

E-Learning, Standards, Design, Virtual Classroom, Emerging Trends in E-Learning and Impact of Pandemic

Banking Software

Banking software, Integrated Banking System (IBS), Centralized banking solution, Features of an online banking web site, Internet Service Providers/Hosting/Bandwidth/Data Download & Upload, Emerging Trends in Banking Software, IT Services in Banking – Vendor selection and retention criteria

Electronic Clearing and Settlement Systems

Electronic clearing/settlement systems, MICR/OCR/CTS clearing system, Debit Clearing System, Credit Clearing System, Real Time Gross Settlement (RTGS), National Electronic Fund Transfer (NEFT), National Payments Corporation Of India (NPCI) and its Products & Services, Structured Financial Messaging System (SFMS)

Plastic Money

Credit Cards, Debit Cards, Smart Cards, CVV or CSC Number, RuPay Card, Payment Gateway & Secure Electronic Transaction (SET), ATM & Point Of Sale (POS), Card Tokenization

Electronic Commerce and Banking

E-business, Electronic Commerce, E-Commerce Building Blocks, E-banking, Mobile Payments, SMS Banking & Banking Alerts, The Call Center, EBPP, Emerging Trends in Digital Payments

IT Act 2000 / 2008

Introduction To IT Act 2000, Legal Definition of Computer Crime, Some Legal Issues, Gist of Offenses Under IT Act 2000, Amendment To IT Act in 2008, Digital Rights Management (DRM), Latest Developments

Emerging Technologies

Open Banking, APIs & Embedded Banking, Advanced & Big Data Analytics, Blockchain, Artificial Intelligence (AI) & Machine Learning (ML), Cyber Security- Zero Trust Security Model, 5G Network, Fintech & Cloud Computing, Digital Banking Units (DBUs), Central Bank Digital Currencies (CBDCs)

MODULE D: INFORMATION SYSTEM SECURITY CONTROLS AND AUDIT

Computer Security

Physical security, Logical security, Network security, Biometric security, ISO 27000 Series Standards & Basel Recommendations on E-Banking, Computer Viruses and Frauds

Communication Security

Cryptography, Digital Signatures, Public-Key Infrastructure (PKI), Certification Authorities

Business Continuity and Disaster Recovery planning

Business Continuity Plan vs Disaster Recovery Plan, Business Continuity Planning, RBI Guidelines on Business Continuity Planning, Disaster Avoidance, Disaster Recovery Planning

Information System Audit

The Concept, System Audit Procedures, System Audit – Security, IS Audit controls & Approaches, RBI Guidelines on IS Audit

Competitive Bid Process – RFP and SLA

Competitive Bid Process – RFP, RFP Process, Evaluation of Proposals, Contract Co-Ordination, Service Level Agreement (SLA), SLA Processes, Structuring an SLA, SLA Management, RBI Guidelines on IT Services Outsourcing

RBI Guidelines on Cyber Security (2016) & Digital Payment Security (2021)

Difference Between Cyber Security and Information Security, RBI Guidelines on Cyber Security in Banks – June 2016, Master Directions of RBI on Digital Payment Security Controls (Effective from August 2021)

ELECTIVE PAPER IV: RISK MANAGEMENT

MODULE A: RISK AND RISK MANAGEMENT FRAMEWORK

Why Banks are Special

Functions Banks Perform, Bank's Role in the Economy, Other Uniqueness of Banks

Risks and Risk Management in Banks

What is Risk?, Definition of Risk, Risk in Banks, Business Risk vs Control Risk, Financial Risk vs Non-Financial Risk, Interconnectedness Among Banking Risks, Recent Developments Connected with Risk Management, Banking Reforms in India, New Trends in Indian Banking System, Risk Management Going Ahead, Various Types of Risks Faced by a Bank, Non-Financial Risks

Risk Management Framework

Lessons from Crisis, Benefits of Risk Management, Risk Management Concept, Risk Management Approach, Risk Culture, Risk Management Architecture, Elements of Risk Management Framework, Organisational Structure, Risk Management Policy, Risk Appetite, Risk Limits, Risk Identification Process, Risk Measurement, Risk Mitigation, Risk Monitoring and Risk Control, Management Information System, Enterprise Risk Management, Events-Risk and Opportunity, Enterprise Risk Management Defined, Achievement of Objectives, Components of Enterprise Risk Management, Relationship of Objectives and Components, Effectiveness, Encompasses Internal Control

Asset Liability Management and Interest Rate Risk in Banking Book

What is ALM?, Objectives of ALM, ALM Process, Interest Rate Risk, Duration GAP Analysis, Measurement System Reports, Stress Testing, Back Testing, Interest Rate Risk Mitigation

Liquidity Risk Management

What is liquidity?, Liquidity and solvency, Forms of liquidity risk, Liquidity Management, Factors contributing to liquidity risk, Liquidity risk and Balance Sheet, Risk Management framework for Liquidity Risk, Identification and measurement of liquidity risk

MODULE B: CREDIT RISK

Credit Risk Management Framework

What is Credit Risk?, Obligor (or) Borrower Level Risk vs Portfolio Risk, Systematic vs Unsystematic Risk, Need for Credit Risk Management Framework, Credit Risk Culture, Building Blocks of Credit Risk Management, Strategy, Financial Goals, Risk Appetite, Portfolio Risk and Reward, Loan Policy, Due Diligence Process, Loan Approval Process, Limits on Aggregate Loans and Commitments., Underwriting Criteria, Exceptions to Credit Policy, Organization Structure

Obligor/Borrower Risk

Business Risk (or) Operating Risk, Financial Risk, Interaction between Business Risk and Financial Risk, Different Risk Levels, Sources of External Risk, Industry Risk Analysis, Entity Level Risk, Financial Risk

Credit Rating System

What is Credit Rating?, Usefulness of Rating System for Banks, Features of Internal Credit Rating System, Rating Exercise and Rating Assignment, Rating by External Rating Agencies

Portfolio Credit Risk

Systematic Risk, Unsystematic/ idiosyncratic/Diversifiable Risk, Concentration Risk, Correlation Risks

Credit Risk Models

Uses of Credit Models, Types of Models

Measurement of Credit Risk

Probability of Default (PD), Methods for Estimating PD, Exposure at Default, Loss Given Default (LGD), Portfolio Assessment of Credit Risk, Risk Adjusted Return on Capital (RAROC), Application of the Concept of Economic Capital in RAROC Model, Uses of RAROC, Risk Based Pricing, Methods of Risk-Based Pricing

Credit Derivatives

What is a Credit Derivative?, Protection Buyer, Protection Seller, Advantages to the Protection Buyer, Advantages to the Protection Seller, Credit Events, Payout, Credit Default Swap, Total Return Swap (TRS), Credit Options, Credit-Linked Notes

MODULE C: MARKET RISK

Market Risk

What is Market Risk?, Trading Portfolio in a Bank, Interest Rate Risk, Equity Price Risk, Foreign Exchange Risk, Commodity Price Risk, Liquidity Risk, Credit and Counterparty Risks, Model Risk, Market Risk Management Framework, Organizational Structure to Manage Market Risk, Organizational Structure for Trading Activity, Risk Management Strategy, Policies and Procedures

Fixed Income Securities

What is a Bond?, Government of India in the Bond Market, Bond Market in India, Bond Valuation

Measurement of Interest Rate Risk

Measurement of Interest Rate risk, Sensitivity approach, Price value of a Basis point method, Computation of portfolio PVBP, Hedging using basis point value, Other uses of PVBP, Duration, Definition of duration, Properties of duration, Portfolio duration, Modified Duration and Price elasticity of interest rate, Price volatility characteristics of Bonds, Convexity, Bond portfolio management

Value at Risk

Historical background, Definitions of VaR, Assumptions for calculation of VaR, Building blocks of VaR, VaR methodology, Comparison of different methodologies to compute VaR, Comparative advantages and disadvantages of various methods to compute VaR, Limitations of VaR, Extreme Value Theory, Stress Test, Back testing of VaR models

MODULE D: OPERATIONAL RISK

Operational Risk and Operational Risk Management Framework

Developments Giving Rise to Increasing Operational Risk, Peculiarity of Operational Risk, Definition of Operational Risk, Operational Risk Culture, Operational Risk Organizational Framework, Policy Guidelines and Strategic Approach, Operational Risk Identification Process, Assessment of Operational Risk

Collection of Internal Loss Data and External Loss Data

Collection of Loss Data, Minimum Loss Data Standard, Specific Criteria on Loss Data Identification, Collection and Treatment, Near-Misses and Opportunity Costs, External Loss Data, Root-Cause Analysis

Risk and Control Self-Assessment (RCSA) & Key Risk Indicator (KRI)

RCSA Process, Defining Inherent Risk, Study of Effectiveness of Control, Computation of Risk Zone, Color-Coded Risk Levels, Key Risk Indicators, Various Forms of KRI, Selecting KRIs, Risk Appetite, Scenario Analysis, Uses of KRIs

Technology Risk

Basic Principles of Information Security, Information Security Governance, Organizational Structure, Roles and Responsibilities, Critical Components of Information Security, Security Measures Against Malware, Patch Management, Change Management, Audit Trails, Information Security Reporting and Metrics, Information Security and Critical Service Providers/Vendors, Network Security, Remote Access, Distributed Denial of Service Attacks (DDoS/DoS), Implementation of ISO 27001 Information Security Management System, Wireless Security, Business Continuity Considerations, Information Security Assurance, General Information Regarding Delivery Channels, Emerging Technologies and Information Security, Implementation of Recommendations of the Working Group on Information Security, Electronic Banking, Technology Risk Management and Cyber Frauds

Corporate Governance

Corporate Governance Definition, Corporate Governance – Banking Industry Perspective, Basel Committee and Corporate Governance, Importance of Risk Management in Corporate Governance, Benchmarking Risk Governance

Climate Risk and Sustainable Finance

Climate Situation in India, Basel Committee and Climate Risk, Climate Risk, Unique Characteristics of Climate Change and Implication, Financial Risks Emerging from Climate Related Risk, Climate Risk Management Framework, Green Finance for Sustainable Development

MODULE E: BASEL AND RBI GUIDELINES ON RISK MANAGEMENT

Why Do Banks Need Regulation?

Need for Regulation of Banks, Banking Regulation and Supervision, Banking Regulation and Supervision in India, Global Banking Regulation, Basel Committee on Banking Supervision, The Concordat, Basel-I Accord, Basel Committee Amendment 1996, Basel II Accord

Global Financial Crisis and Basel III

Regulatory Shortcomings and Regulatory Reform, Response of Basel Committee to Global Financial Crisis

Regulatory Capital and Capital Adequacy

Bank Capital: An Accounting Residual, Why Bank Needs Capital, Should Regulator Prescribe Minimum

Capital for Banks?, Basel III Capital Regulation, Standardized Approach - Capital Charge for Credit Risk, Off-Balance Sheet Items, Total Counterparty Risk, External Credit Assessments, Applicability of 'Issue Rating' to Issuer/Other Claims, Credit Risk Mitigation, Internal Rating Based Approach

Capital Allocation Against Market Risk

Scope and Coverage of Capital Charge for Market Risks, Measurement of Capital Charge for Interest Rate Risk

Capital Charge for Operational Risk

Definition of Operational Risk, The Measurement Methodologies, The Basic Indicator Approach, The Standardized Approach, Advanced Measurement Approach, Shortcomings of Present Approaches for Calculating Capital Requirement for Operational Risk, New Standardized Approach, Business Indicators, Risk Weighted Assets, Technical Guidance Note on Minimum Capital Requirements for Operational Risk

Supervisory Review Process and Internal Capital Adequacy Assessment Process (ICAAP)

Objective of Pillar 2 Supervisory Process, ICAAP Principles, Definitions, Coverage by ICAAP, The Structural Aspects of the ICAAP, Risk Appetite, Actual and Target Risk Structure, Identifying, Measuring, Monitoring and Reporting of Risk, Internal Control, Submission of the Outcome of the ICAAP to the Board and the RBI, ICAAP to be an Integral part of the Management and Decision-Making Culture, The Principle of Proportionality, Regular Independent Review and Validation, ICAAP to be a Forward-Looking Process, ICAAP to Include Stress Tests and Scenario Analyses, Identifying and Measuring Material Risks in ICAAP, Capital Planning, Capital Allocation

Stress Testing

Stress Testing Part of ICAAP, Objective, Stress Testing Process, Sensitivity Analyses, Scenario Analyses, Reverse Stress Testing, Stress Testing Framework, Single Factor Stress Tests, Classification of Banks for the Purpose of Stress Testing, Prompt Corrective Action (PCA) Framework for Scheduled Commercial Banks, Criteria for PCA

Market Discipline

General, Definition, Achieving Appropriate Disclosure, Interaction with Accounting Disclosures, Validation, Materiality, Proprietary and Confidential Information, General Disclosure Principle, Regulatory Disclosure Section

Basel III Buffers, Liquidity Ratios, Leverage Ratio

Objectives of Capital Buffers, Capital Conservation Buffer Framework, Counter - Cyclical Capital Buffer, Domestic Systemically Important Banks, Leverage Ratio, Liquidity Standards, Net Stable Funding Ratio

Risk Based Supervision

Background, Reserve Bank of India Initiatives, Bank Supervision Process in India, Supervisory Approach, Features of an Effective bank Supervisory Framework, Benefits of Risk Based Supervision, Supervisory Methods/Tools

Risk Based Internal Audit

What is Risk Based Auditing, Objective of Risk Based Internal Audit, Board and Management Oversight, Audit Policy, Functional Independence, Identification of Auditable Units, Conduct Risk Assessment, Risk Profile, Communication

MODULE F: DERIVATIVES AND RISK MANAGEMENT

Derivatives and Risk Management

What is Derivative?, Features of Derivatives, Over the Counter vs Exchange Traded Derivative, Uses of Derivatives, Misuse of Derivative, Major Types of Derivatives, Long and Short Position, Derivative Markets in India

Forward Contract

Definition and Characteristics, Advantage of Entering Forward Contract, Problems Associated with Forward Contract, Pay-off on a Forward Contract, Pricing the Underlying, Benefits and Costs of Holding Assets, The Concept of Price and Value of a Forward Contract, Forward Rate Agreement

Futures

What is a Futures Contract?, Futures Contract vs Forward Contract, Performance of contract, The Clearing House, Margin A/c, Relationship between Spot Price and Future Price, Delivery, Cash Settlement, Pricing of Future Contracts, Contango vs Normal Backwardation, Interest Rate Future

Options

Definition, Option Terminology, Call Option, Put Option, Pricing of Option, Interest Rate Options

SWAP

Definition, Characteristics of SWAP, SWAP Terminology, Types of SWAP, Interest Rate Swap, Calculating Interest Rate Swap Cash Flows, Uses of Interest Rate Swap, Swaptions

APPENDIX: STATISTICAL CONCEPTS

Statistical Measures

Frequency Distribution, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness, Measures of Kurtosis, Measures of Correlation, Measures of Regression, Expected Return, Average of Ratios, Risk, Average Growth Rate, Portfolio Diversification, Beta, Performance Evaluation

Probability Theory

Probability, Conditional Probability, Random Variable, Distribution Function, Expectation and Standard Deviation, Binomial Distribution, Poisson Distribution, Normal Distribution, Credit Risk, Value at Risk (VaR), Option Valuation

ELECTIVE PAPER V: CENTRAL BANKING

MODULE A: RATIONALE AND FUNCTIONS OF CENTRAL BANK

Theory and Practice of Central Banking: Evolution

Global Evolution of Central Banks; Reasons for Proliferation of Central Banks; Conflicting Role and Responsibilities of Central Banks; Development of Central Banks in Developed and Developing Countries

Functions of Central Banks

Banker to Government; Banker to Banks; Lender-of-Last-Resort; Monetary Policy Functions; Currency Issue and Management; Payment and Settlement Systems; Maintaining Internal Value of Money; Maintenance of the External Value of Currency; Regulation, Facilitation and Supervision of Financial System; Financial Stability; Promotional Functions to Support Growth and Other National Objectives; Development of Financial Markets and Institutions; Central Bank Communication Policies

Contemporary Issues in Central Banking

Autonomy and Independence of a Central Bank; Credibility of a Central Bank; Accountability of a Central Bank; Transparency in Central Bank Operations; Conflict with Fiscal Policies

MODULE B: CENTRAL BANKING IN INDIA

Reserve Bank of India

Reserve Bank of India: Organizational Evolution; Reserve Bank of India: Structure and Governance; Reserve Bank of India: Major Organizational and Functional Developments Over Time; RBI Act 1934: Salient Features and Some Comments

Central Banking: Indian Specific Issues

Banking Regulation Act; Foreign Exchange Management Act (FEMA); The Banking Ombudsman Scheme, 2006; Financial Sector Reforms; Other Financial Regulators and Division of Functions; Institutions Set up by RBI

Financial Inclusion and Development

Impediments in the process of achieving financial inclusion; Role of policy interventions: Mandates and Subventions; On building an appropriate institutional and financial structure based on digital technology; Focus on payment and settlement systems vs Focus on extension of credit; Some Issues and their possible resolution; Financial Inclusion; Financial Inclusion Plans

MODULE C: MONETARY AND CREDIT POLICIES

Monetary Policy

Monetary Policy: Theoretical Underpinnings; Objectives of Monetary Policy; Reconciling Dual Objectives; Monetary Policy Rules; The Vexed Issue: Rules vs Discretion; Indicators of Policy; Instruments of Policy; Statutory Liquidity Ratio (SLR); Selective Credit Controls; Policy Transmissions Mechanisms and Channels; Transmission Channels; An Evaluation of the Transmission Channels; Transparency of Policies; Lags in Policy; Process of Monetary Policy Formulation in India; Conduct of Monetary Policy in the Wake of Net Large Capital Inflows during the 2000s; Recent Initiatives for Further Strengthening Monetary Policy Formulation

Credit Policy

Theoretical Underpinnings; Credit Policy in Practice; Nominal versus Real Credit; Credit Allocation Mechanisms; Instruments of Credit Control; Margin Requirements; Rationing of Credit (Credit Ceiling); Credit Pricing (Setting Bank's Lending Rates)

Fiscal-Monetary Relations

Monetary-Fiscal Relations: India; Striking Balance between Inflation and Growth: Recent Initiatives; Finances of Central and State Governments: Recent Trends; Central Government Finances in 2020-21; Central Government Finances in 2021-22; State Finances in 2021-22; Constitution of Finance Commission; Recommendations of the Fifteenth Finance Commission; Grants-In-Aid; Fiscal Roadmap/Rules; Fiscal Road Map Recommended by the 15th Finance Commission

Liquidity Management in the System

Theoretical Framework underlying LAF; Genesis and Evolution of Liquidity Adjustment Facility; Review of LAF based on the Report of the Expert Committee to Revise and Strengthen Monetary Policy Framework; Revised Framework of LAF based on the recommendations of IWG; Operational Strategies in Managing LAF; Underlying Instruments for the conduct of LAF; Guiding Principles for the conduct of LAF; Structuring of Open Market Operations; Other salient features of the Revised LAF; Liquidity Management during Covid-19: Initiatives undertaken by Reserve Bank of India; Money Markets: Liquidity conditions; Government Securities Market and the Risk-Free Curve; Corporate Bond Market:

Liquidity Conditions; Equity Markets: Liquidity Conditions; Severity of the Pandemic and the RBI initiatives; Recent measures announced by RBI on 08 April, 2022 as part of Monetary Policy

MODULE D: MANAGEMENT OF FOREIGN EXCHANGE RESERVES AND CONSTITUENTS OF INDIAN FINANCIAL MARKET

Management of Foreign Exchange Reserves

Legal Framework; Risk Management; Operational Risk and Control System; Transparency and Disclosures; Recent Developments in the Movement of Foreign Exchange Reserves; Sources of Accretion to Foreign Exchange Reserves; Adequacy of Reserves; Management of Gold Reserves; Investment Pattern of the Foreign Currency Assets (FCA); Other Related Aspects

Constituents of Indian Financial System Structure

Genesis of Financial Market Development; Structure and Growth of Financial Markets in India; Money Market; Government Securities Market; Foreign Exchange Market; Reform/Post-Reform Period (1990s to 2010); Foreign Exchange Markets: Post Reform Period; Financial Benchmarks – Transparency & Governance Framework; Roadmap for LIBOR Transition

MODULE E: REGULATION, SUPERVISION AND FINANCIAL STABILITY

Evolution of Regulation and Supervision

Genesis and Evolution of Regulation and Supervision: Some Theoretical Underpinnings; Global Backdrop; Interactions of Monetary Policy and Regulatory and Supervisory Policies; Integration Vs Separation of Monetary, Regulatory and Supervisory Functions - Recent Perspectives; Genesis of Bank Regulation and Supervision in India; Conduct of Monetary Policy and Compatibility with Regulatory and Supervisory Role: The Indian Perspective

Development, Regulation and Supervision and Recent Performance of Scheduled Commercial Banks

Evolution and Development of Commercial Banks Initial Years (1950 to 1969); Strengthening and Consolidation of Commercial Banks (1969-1991); Rapid Strides in the Development the Banking Sector following the Financial Reforms Process Ushered in the 1990's; Prudential Requirements for bank supervision; Submission of Returns on Liquidity Risk, Interest Rate Risk, and Currency Risk; Risk Management in Banks; Regulatory Policies for Scheduled Commercial Banks; Supervision of Scheduled Commercial Banks; Recent Operations and Performance of Scheduled Commercial Banks; Developments in the Banking Sector 2021 in Brief

Development, Regulation and Supervision of Co-Operative Banks;

Growth of Cooperative Banking System; Regulatory Framework for Co-operatives: Duality of Control; Strengthening of the Financial Position of the UCBs; Strengthening of the Supervisory System Related to UCBs; Cooperative Banks: Recent Developments; Implementation Status of Goals; Strengthening Regulatory Framework; Major Developments;

Financial Stability

Global Economic Crisis and its implications for Central Banks, Financial Stability: An Overview, Risks to Financial Stability, Early Warning Signals and Remedial action, Liquidity Management in Banks, The Basel Norms for Bank supervision, Progress in the implementation of Basel II Norms, Progress in the implementation of Basel III Norms, RBI Perspective on moving towards Basel III Implementation, Effect of Liberalization and Globalization on Financial Stability, Conduct of monetary policy in the context of Liberalisation and Globalization, Growing trend towards transparency, co-operation and best practices in a globalized environment, Role of consultative approach, Linkage to International Financial Stability, International Standards and Codes, Role of Supervisor under Basel II and Basel III

MODULE F: NON-BANKING FINANCIAL COMPANIES AND PRIMARY DEALERS

Non-Banking Financial Institutions: Development, Regulation and Supervision

Conditions for Companies to Register as NBFCs with the Reserve Bank of India; NBFCs Registered with Other Regulatory Bodies; Classification of NBFCs under Broad Categories; Growth of NBFC Sector and the Need for Prudence; The Role of the Reserve Bank of India in the Development of NBFCs; Regulatory Policies for NBFCs: Scale-Based Regulatory Framework; Special Liquidity Scheme (SLS) for Non-Bank Financial Companies (NBFCs) / Housing Finance Companies (HFCs); Aligning Regulatory Framework for HFCs with NBFCs; Lowering of Secured Debt Limit for NBFCs under SARFAESI Act; Declaration of Dividend by NBFCs; Supervisory Policies for NBFCs; Appointment of Auditors in Regulated Entities; Prompt Corrective Action (PCA) Framework for NBFCs; Impact of Pandemic on NBFC Sector

Role of Primary Dealers in the Government Securities Market:

Development, Regulation and Supervision

Evolution of PDs; Eligibility Conditions for PDs; Role and Responsibilities of PDs; Liquidity Support from RBI; Operations and Performance of PDs; Financial Performance of SPDs; Operational Guidelines, Regulatory and Supervisory Provisions Governing Primary Dealers; Investment Guidelines; Capital Adequacy and Risk Management

APPENDIX

Important Committees Set up by RBI, Major International Financial Institutions: Genesis, Objectives and Functions, A Note on Crypto Currencies & CBDC (Central Bank Digital Currency), RBI Discussion Paper / Report on Sustainable Finance, Glossary of Central Banking Terms

IMPORTANT RULES/ INFORMATION FOR CANDIDATES

1. ADMIT LETTER OF EXAMINATIONS:

- a. While registering for the examination/ course candidates will have provision to choose venue and examination time slot of his/her choice for each subject as per their preference on first-cum-first-serve basis.
- b. **Candidates are required to take utmost care and precaution in selecting Centre, Venue and Time slot, as there is no provision to change the Centre, Venue and Time slot in the system. Hence no request for change of centre, venue and time slot will be entertained for any reason.**
- c. After successful registration of examination, real time admit letter will be generated for the candidate/s. **Candidate/s will be able to save, download and print admit letter.** Admit letters will also be emailed to the candidates on their email id registered with the Institute.
- d. Admit letter will also be hosted on Institute's website www.iibf.org.in under the menu 'Examination/Courses>Admit Letter'
- e. 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.
- f. 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.
- g. In the absence of printed copy of Admit Letter and Original Photo Identity Card, candidates will be denied permission to write Examination.
- h. Admit letter is valid only for the examination, date/s and centre/venue mentioned in the admit letter.

2. MOBILE PHONES

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

3. USE OF CALCULATOR

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

4. OTHER RULES/ INFORMATION

- a. Candidates should ensure that they sign the Attendance Sheet.
- b. Candidates are advised to reach the Examination Venue before the reporting time mentioned in the admit letter. **No candidate/s will be permitted to enter the**

Examination Venue after the gate closing time mentioned in the admit letter.

- c. **No candidate will be permitted to leave the examination venue in the first 60 minutes from the scheduled start time of the examination.**
- d. **Candidates should occupy the seat allotted to them at the examination hall on the exam day.**
- e. Candidates would be able to login to the system only with the password mentioned in their Admit Letter. This password should not be disclosed to others. Keep it safe to avoid the possible misuse.
- f. If the examination could not commence on scheduled time or there is delay due to Failure of power, Technical snag of whatsoever nature or for any such reason having bearing upon the conduct of examination; candidates have to:
 - i. Wait till resumption of power supply/ solving of technical snag.
 - ii. Take-up the examination at other venue arranged by the examination conducting authority.
 - iii. Follow instructions given by the examination conducting authority.
- g. Candidates are required to strictly follow all the instructions given by the examination conducting authority during the examination and adhere to Rules of the examination.
- h. Violation of any of the Rules/ Instructions, misuse of the Admit Letter will be considered to be an act of serious misconduct and the Institute will take action as per the Rules of the examination, which will also be reported to the employer of the candidate.

5. RULES, PENALTIES FOR MISCONDUCT/ UNFAIR PRACTICES:

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

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

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

6. RESULT ADVICE/ CONSOLIDATED MARKSHEET/ FINAL CERTIFICATE

- a. Result Advice of candidates will be hosted on Institute's website on declaration of result, which can be downloaded by the candidates.
- b. Consolidated mark sheet for candidates completing examination having more than one subject, will be available on the Institute's website after the declaration of results. Candidates can download the same after entering login credentials using their membership number and edit profile password.
- c. Final 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.
- d. Always visit the website one day prior to the examination for any important updates on the exam/center/venue etc.
- e. In the event of any dispute between the Institute and the member, only Competent Courts in Chennai, Kolkata, New Delhi and Mumbai alone have the jurisdiction to

entertain the dispute.

- f. Candidates are advised to read the IMPORTANT RULES/INFORMATION FOR CANDIDATES OF JAIIB/DB&F/CAIIB/DIPL & CERTIFICATE EXAMINATIONS on the website i.e. www.iibf.org.in

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

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FOR TRAINING/ CONTACT CLASSES RELATED QUERIES CONTACT:

Leadership Centre

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