



NIBM VISTA

A NEWSLETTER BY PGDM STUDENTS



What are Digital Banking Units?

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FROM THE DESK OF ALFAAZ

We are delighted to initiate the exploration of the latest edition of our quarterly literary publication, VISTA, Volume 6, Issue II. The theme for this edition is Digital Banking Units (DBUs), scrutinizing their development, influence, and future trajectory. Join us as we cast a spotlight on the theme, delving into the cutting-edge landscape of DBUs.

This edition stands as a thorough guide to the realm of DBUs, meticulously unveiling their significance in the contemporary banking sphere. From a historical vantage point to a profound exploration of their role in finnovation, our contributors offer insights that seamlessly bridge the chasm between tradition and innovation.

Prepare to immerse yourself in the varied perspectives of industry experts as they share their insights on the theme. We present exclusive interviews and insightful analyses, providing a thorough overview of the prevailing landscape of Digital Banking Units.

In this edition, we delve into the historical roots of Digital Banking Units, offering a captivating glimpse into their evolution and profound impact on shaping the financial landscape. As you read through the pages of VISTA, we invite you to join us on this insightful exploration of Digital Banking Units.

From October to December, a plethora of events transpired, each encapsulating the essence of intellectual exchange. As is our tradition, the Creative Corner serves as a canvas for the artistic expressions of our accomplished students. Poems, paintings, and glimpses of our vibrant campus invite you to immerse yourself in the creative spirit that defines the NIBM.

Wishing you a fulfilling and pleasurable reading experience.

Digital Banking Units: Leveraging Smart Branch Technologies for Enhancing Bank Business

As new technologies permeates into the various parts of banking operations, the form and function of bank branches have been undergoing systematic transformation. Banks have earlier introduced e-lobbies, wherein several electronic banking facilities such as the Automated Teller Machines, Cash Deposit Machines, Passbook Printing Machines, etc., were provided adjacent to some of their existing branches. These initiatives not only helped the bank customers to adopt technology and obtain speedier services, they also helped the branches become lean and effective. Studies have found that restructuring of the branches enhanced their capacity for doing higher volume and value of business, particularly in the growth of their advances.



**ANJAN ROY
PROFESSOR, NIBM**

The recent introduction of the Digital Banking Units (DBU) has been an attempt to further change the imagery of the branch. The DBU is conceptualized as "a specialised fixed point business unit/hub housing certain minimum digital infrastructure for delivering digital banking products and services as well as servicing existing financial products & services digitally, in both self-service and assisted mode."

Its role has been envisaged to enable customers have cost-effective access and enhanced digital experience in self-service mode in an efficient, paperless, secured and connected environment at any time, all year round. These units are expected to "phygitaly" blend digital infrastructure with the "human touch" in an optimal manner. Accordingly, these have to implement remote or in situ assisted mode arrangements in the right proportion. Starting with only 75 numbers, the DBUs have been located to take the digital banking experiences in some of the remotest part of the country.

After over one year of their initiation, the review of the performance of the DBUs has been mooted to assess their impact on digital lending and digital financial services. A recent FICCI-IBA survey with banks indicate to a favourable response to DBUs leading to higher digital penetration among retail, corporate as well as small and medium-sized proprietorship and partnership firms.

Success of DBUs, however, will depends upon how the banks utilize these units for enhancing their brand and customer franchise. Realizing the "DBU effect" may require re-imagining the fundamentals of branch banking, reorganizing the business processes, redefining the basis of customer relationships and transforming the role perspectives and skill sets of branch personnel. Banks must ensure the prevention and management of technology failures and glitches at the DBUs. Services initiated at these units must be speedily backed up by the supporting units such as the linked branches or loan hubs. DBUs are one of the most significant service experiments of the banking system in India, and banks must conduct these in a controlled manner to realize their positive externalities for growing their business.

Future Prospects of Digital Banking Units

The banking sector witnessed seminal digital transformation amid the expanding digital public infrastructure. NPCI with its game-changing UPI – an instant real-time payment system provided wings to digital banking. Prompted by the convenience of digital kiosks, the idea of providing unmanned DBUs was proposed during the Union Budget 2022-23. Accordingly, RBI issued operating guidelines in April 2022.

75 DBUs -one in each identified aspirational district were to be opened in 2022 to commemorate 75 years of Indian independence. As against 75, 84 DBUs were set up to spread digital banking. DBU is a specialized fixed point banking business unit/hub housing a certain minimum digital infrastructure for delivering digital banking products & services, in both self-service and or assisted mode. DBUs are intended to provide cost-effective/convenient access to enhanced digital experience in an efficient, paperless, secured environment with most services being available in self-service mode at any time.



K. Srinivasa Rao
Adjunct Professor
IIRM, Hyderabad

DBUs are equipped with smart digital equipment such as Interactive Teller Machines, Interactive Service Terminals, Teller and Cash Recyclers, Interactive Digital Walls, Document uploading, self-service card issuance devices, Video KYC Apparatus, secured and connected environment for the use of own device for digital banking, Video Call/Conferencing facilities, and other digital devices as and when required. Like any other traditional bank branch, most of the transactions can be conducted by the customers on their own thus eventually reducing transaction costs.

DBUs can play a critical role in last-mile virtual connectivity in the backdrop of huge digital infrastructure already working its outreach target even in the hinterland. The digital data in November 2023 shows the presence of – ATMs- 220000, PoS terminals – 8.43 million, Micro ATMs -1.58 million, Debit Cards – 979 million, and credit cards-96 million. The sheer size of digital delivery infrastructure when seen with DBUs will indicate the multiplier impact of digital banking penetration.

The progress of digital banking can be assessed based on the rise in the Digital Payment Index (DPI) of RBI for March 2023 which stands at 395.57 up from 377.46 for September 2022. The DPI started in March 2018 with a base of 100. A formidable fourfold rise of digital payments in five years. The fusion of Jan Dhan bank accounts, mobile, and Adhar Enabled payment (AePS)– JAM Trinity contributed substantially. As a result, the financial inclusion (FI) Index for March 2023 stands at 60.1 up from 43.4 in March 2017, with rapid growth witnessed across all sub-indices. Improvement in the FI Index is computed based on Usage and Quality dimensions, reflecting the deepening of FI.

As digital banking steps into the new year 2024, the strengthened DBU network should be able to attract new-age customers – Gen Z who are tech savvy and like to transact while on the move. It is time that banks, neo banks, and fintech work in coordination to explore the synergy of the DBU business model to improve operational efficiency. Lack of adequate financial/digital literacy, faster obsolescence of technology, and cyber risks will have to be tackled efficiently to unleash the full potential of digital banking.

(The author was General Manager, Bank of Baroda and currently teaches Risk Management at the Institute of Insurance and Risk Management – IIRM, Hyderabad as Adjunct Professor.)

In our recent interview with Mr. Prashant Hajare, the Senior Manager of Bank of Maharashtra's Digital Banking Unit (DBU) in Lokmangal, we gained valuable insights into the intricacies of DBUs and their impact on traditional banking. Here's a detailed breakdown of our conversation:

Q: Can you give a brief overview of Bank of Maharashtra's Digital Banking Units (DBU) and where they are located?

A: Bank of Maharashtra strategically operates DBUs in Aurangabad, Satara, and Pune, tailoring services to meet varying needs and demands.

Q: What's the main idea behind Digital Banking Units and how do they differ from traditional banking?

A: The primary idea behind DBUs is to shift from traditional, time-consuming methods to a more efficient online approach. This change focuses on enhancing cost-effectiveness, reducing transaction costs, and providing user-friendly applications. Initially tested in urban areas where infrastructure is readily available, the plan is to gradually expand to rural regions.

Q: How did you implement the DBU at your branch, and were there any challenges?

A: The implementation process involves customer onboarding, awareness campaigns through newspapers and mail, employer visits, and the use of Google Maps for location convenience. Challenges, mainly of a technical nature, were addressed through thorough testing before installation. Post-DBU implementation, the bank also took initiatives to develop an Account Opening Machine and a Cheque Machine.

Q: Does the bank's existing infrastructure play a role in supporting the DBU implementation?

A: Interestingly, the existing infrastructure of the bank plays no role in the DBU implementation. DBUs operate from different premises, emphasizing their independent functionality.

Q: What sets DBU apart from online banking, and how does it act as an alternative in case of internet issues?

A: DBUs act as a reliable alternative in case of internet banking issues. Customers can turn to DBUs instead of reverting to traditional banking, ensuring a seamless and accessible banking experience.

Q: How has the introduction of DBU impacted customer experience at your branch?

A: The impact on customer experience has been substantial. There is a notable increase in the customer base owing to the quicker services offered by DBUs compared to traditional banks. Account openings and access to other facilities, such as cheque books and ATMs, are simplified. Noteworthy services like passbook printing machines cater specifically to the needs of elderly customers.

Q: What metrics do you use to assess DBU success, and have there been regulatory compliance challenges?

A: To assess the success of the DBU, the bank employs key performance indicators (KPIs) such as monthly ATM hits, recycle hits, passbook openings, and account openings. In Lokmangal, for instance, the DBU witnesses around 4500 to 5000 monthly ATM hits, 600 monthly recycle hits, and 70 to 80 monthly passbook openings. Fortunately, there have been no major challenges in regulatory compliance. The bank diligently follows guidelines, and compliance reporting is conducted at month-end, ensuring a smooth operational process.

Q: How does the bank plan to stay innovative in the digital banking landscape, and what are your future plans?

A: The bank plans to stay innovative by focusing on technology, enhancing user-friendly apps to increase the customer base, and maintaining a balance between traditional banking and expanding DBUs. Future plans also involve making loan processes digital and ensuring the availability of technical support for the various machines involved.

Conclusion:

In conclusion, our insightful conversation with Mr. Prashant Hajare unveils Bank of Maharashtra's Digital Banking Units as pioneers in revolutionizing traditional banking methods. Their commitment to efficiency, convenience, and a vision for a digitally empowered banking landscape is evident in the successful implementation and ongoing advancements of DBUs.



Mr. Prashant Hajare
Senior Manager, Bank
of Maharashtra's Digital
Banking Unit (DBU)

Digital Banking Units (DBUs) are emerging as a transformative force in India's financial landscape, aiming to revolutionize banking experiences, especially in areas where financial inclusion remains a challenge. The concept of DBUs was introduced in 2022 as a response to the digital divide, acknowledging the disparity between tech-savvy urban areas and underserved rural populations.

The launch of the first 75 DBUs by Prime Minister Narendra Modi marked a significant step towards making digital banking accessible nationwide. These units were strategically placed in unbanked or underbanked districts, emphasizing geographic diversity and widespread coverage, from urban centers like Chennai to remote villages in Arunachal Pradesh.

What sets DBUs apart is their operation without traditional brick-and-mortar branches. Leveraging advanced technology, DBUs provide a range of services, including seamless account opening, KYC verification, cash transactions, fund transfers, bill payments, and access to government schemes. The emphasis on self-service is a key feature, facilitated by user-friendly digital interfaces and interactive kiosks. However, recognizing the need for human touch, DBUs offer remote assistance through video conferencing, ensuring personalized support for those less comfortable with technology.

The journey of DBUs holds promise in transforming the banking landscape by bridging the digital divide, reaching rural communities, and promoting financial inclusion. They aim to empower the unbanked and enhance the overall customer experience by combining convenient self-service with personalized support.

Challenges, however, persist in expanding DBUs to areas with limited internet access and digital literacy. Robust infrastructure development is essential for successful expansion, and targeted awareness campaigns are needed to encourage rural communities to embrace digital banking. Balancing self-service with human interaction is crucial to meet the diverse needs of the population and seamlessly integrate DBUs into the fabric of financial inclusion.

The story of DBUs in India is a narrative of transformation and inclusion, empowering individuals and paving the way for a financially secure future. As DBUs spread across the nation, they envision a banking landscape that is accessible, convenient, and empowering for all, regardless of location or digital literacy. The journey of DBUs has just begun, but each interaction and initiative contribute to weaving a new narrative of financial empowerment in India's evolving banking landscape.



DAKSHAL BHORKADE
PGDM BATCH 2023-25

How Digital Banking Units lead to financial inclusion?

Financial inclusion, a term introduced by RBI Governor Y. V. Reddy in 2005, aims to provide affordable access to basic financial services for a greater number of people globally. The emergence of Digital Banking Units (DBUs) in India, starting in October 2022, has played a crucial role in advancing financial inclusion. These specialized centers, now operating in all states and union territories, focus on offering paperless and user-friendly banking services, particularly targeting underserved and rural communities.

DBUs have revolutionized banking experiences by eliminating lengthy queues and cumbersome paperwork. Through these units, online transactions, loan applications, and account openings have become seamless, contributing to India's leadership in real-time digital payments, as evidenced by the increased usage of UPI and AePS transactions.

One significant strategy to enhance financial inclusion is the integration of Pradhan Mantri Jan Dhan Yojana (PMJDY) with DBUs. PMJDY, a government initiative, aims to provide financial services to the unbanked. When combined with DBUs, it enables PMJDY account holders to access a broader range of digital banking services easily. DBUs leverage mobile banking applications and online platforms to facilitate digital transactions, reducing dependence on physical currency and promoting the development of a digital economy.

The collaboration between PMJDY and DBUs extends beyond basic services. It enhances the efficiency of government benefit disbursements by enabling direct transfers to PMJDY accounts. Additionally, this partnership allows for the implementation of digital financial literacy initiatives, educating account holders on the benefits of digital banking and prudent money management.

The connection between PMJDY and DBUs also opens avenues for extending microfinance and small loans to account holders, supported by digital data and alternative credit scoring methodologies. This not only addresses gaps in financial access but also aligns with broader economic development goals by fostering technology adoption and providing digital customer service.

An innovative proposal to further financial inclusion is the concept of "Digital Didis" – literate young women who contribute to spreading digital literacy in various settings, such as on the streets, in buses, and trains. This grassroots approach can significantly enhance awareness and adoption of digital financial services.

Lastly, opening a bank account for every child born is suggested as a means of financial inclusion. Although the idea may be seen as a subsidy or welfare scheme, it presents an opportunity to ensure that every child has a financial foundation from the outset. The government's financial support for opening an account for each newborn can be viewed as an investment in future financial inclusion and economic development.

In conclusion, the synergy between PMJDY and DBUs, coupled with innovative approaches like Digital Didis and opening bank accounts for newborns, demonstrates a comprehensive strategy to achieve and sustain financial inclusion in India. These initiatives leverage technology, education, and targeted support to bring more individuals into the formal financial ecosystem, fostering economic growth and innovation.



VISMAY BOBADE
PGDM BATCH 2023-25

Cleanliness Drive

The National Institute of Bank Management (NIBM) in Kondhwa, Pune, organized a commendable cleanliness drive on October 2nd, paying homage to Mahatma Gandhi and participating in the nationwide initiative, "Swachhata Pakhwada - Swachhta Hi Sewa." The event saw enthusiastic participation from the institute's leadership, faculty, staff, and students, emphasizing the timeless importance of cleanliness and hygiene. The initiative, inspired by the vision of the honorable Prime Minister, aimed to contribute to the national campaign by ensuring pristine surroundings both inside and outside the college premises. With a remarkable turnout, including the Institute Director, Dean, faculty, and students, the event went beyond physical cleaning, serving as a reminder of Gandhi's principles, instilling civic duty and environmental consciousness. The sense of camaraderie among the diverse NIBM family showcased the impact of collective action, contributing to a cleaner, greener India. The Swachhata Pakhwada at NIBM Pune exemplified the institute's commitment to holistic development and social responsibility, nurturing responsible citizens beyond the classroom. In conclusion, the event stands as a testament to NIBM's dedication to Gandhi's ideals and the broader vision of a cleaner and healthier India, inspiring future initiatives and fostering a culture of cleanliness and social responsibility within the NIBM community.



The Innovator

The Institute Innovation Council at the National Institute of Bank Management (NIBM) hosted an insightful event titled "The Innovator" Conversation on Fintech Startup and Disruption in the Financial Sector. This event featured Ms. Aishwarya Jaishankar, Co-founder and COO of Hyperface Technologies Pvt. Ltd., as the Chief Guest. Ms. Jaishankar shared her entrepreneurial journey, emphasizing the challenges and successes she encountered in the fintech industry. The event included a one-on-one conversation with 1st-year PGDM student Adhiraj Singh Khatana, who interviewed Ms. Jaishankar, providing a unique opportunity for attendees to gain firsthand insights into entrepreneurship and fintech's role in reshaping the financial sector.

Following this enlightening conversation, the event opened up to an engaging Q&A session to interact directly with Ms. Jaishankar, fostering a dynamic exchange of ideas and knowledge. The event concluded with a heartfelt Vote of Thanks from Prof. Dipankar Roy, expressing gratitude to the Chief Guest, Ms. Aishwarya Jaishankar, and all participants for their active engagement.

The second segment of "The Innovator" event featured the highly anticipated Business Plan Pitch Competition.

It showcased the diverse entrepreneurial talent of PGDM students. Five teams of students presented innovative business plans, ranging from tech startups to sustainable ventures. It served as a platform for students to explore entrepreneurship across different sectors, enriching the event's overall theme of innovation and knowledge exchange.

The competition was moderated by Chief Guest Ms. Aishwarya Jaishankar, Dean Arindam Bandyopadhyay, and Professor Dipankar Roy, who provided valuable insights and feedback.

Congratulations to the Winner team EVolution Chargers.



My Digital Library

Alfaaz, the Literary Committee of NIBM, hosted "My Digital Library" on November 4, 2023, as a platform for envisioning the future of NIBM's library. Judges Dr. Manickaraj Malai and Dr. Bhakti Gole evaluated proposals for library digitization, submitted by six teams in PPT or PDF format through a Google form. The competition unfolded in two phases, with finalists presenting their innovative ideas in the final round. The winning team, Team Jonik led by Jonik Kalal, received Rs. 7,000 and a certificate. Team Akshay & Abhirup secured 1st Runner Up, earning Rs. 5,000 and a certificate, while NIBM Ninjas claimed 2nd Runner Up, receiving Rs. 3,000 and a certificate. All participants were acknowledged, and the event concluded successfully, inspiring creativity and digital excellence within the NIBM community. "My Digital Library" showcased the transformative potential of digitized knowledge, redefining perspectives on libraries.



Navratri

On the evening of October 15th, National Institute of Bank Management (NIBM) came alive with the colors of Navratri, bringing together senior and junior students in celebration. Organized by Goonj - The Cultural Committee of NIBM, the event buzzed with energy and enthusiasm. Goonj ensured a memorable Navratri, transforming the campus into a cultural hub with Garba beats and the clatter of dandiya sticks. The festivities began with Aarti, symbolizing the triumph of light. Students clad in traditional attire, danced with lively spirit, creating a vibrant atmosphere. Goonj's careful planning made the celebration inclusive for both seasoned dancers and newcomers, providing a platform for cultural expression and bonding. After the celebration, prizes were awarded to the best-dressed individuals in both the senior and junior batches. The event showcased unity and diversity within the NIBM community. Seniors and juniors danced together, fostering camaraderie beyond batch boundaries. As the night concluded, it was evident that the Navratri celebration, etched in NIBM's cultural calendar by Goonj, left a lasting impression with laughter, colors, and rhythmic moves. The NIBM campus didn't just celebrate Navratri; it embraced a cultural tapestry reflecting the richness and diversity of its student community.

Debate on Long Working Hours and Exploitative Capitalism

On November 8th, 2023, the Institution Innovation Council (IIC) orchestrated a thought-provoking debate on the intricate relationship between extended working hours and exploitative capitalism.

Moderated by Prof. Partha Ray, the event brought together notable participants, including Shri B. Ashok, Dr. Smita Roy Trivedi, Dr. Kaushik Mukherjee, and Prof. Sanjay Basu.

Prof. Partha Ray, the director, inaugurated the event, highlighting the pivotal role of income and leisure in shaping an individual's quality of life. Stressing the importance of a balanced approach to work-life dynamics, he set the stage for a nuanced discourse.

Arguing in favor of extended work hours, Prof. Sanjay Basu and Dr. Kaushik Mukherjee commenced the debate with eloquence. Prof. Basu underscored the significance of breaks and recreational activities in the work sphere, drawing parallels to their revitalizing effect on agricultural laborers. He invoked the concept of work as worship, rooted in Hindu philosophy.

Conversely, Shri B. Ashok articulated the potential consequences of prolonged work hours, emphasizing the risk of increased unemployment rates. He referenced historical labor movements and advocated for a balanced work allocation approach, citing the evolution of the 8+8+8 model for nation-building.

Dr. Kaushik Mukherjee, drawing wisdom from Albert Einstein and spiritual teachings, advocated for individual leisure despite extensive work hours. He stressed the importance of holistic well-being and the pursuit of passion over laborious efforts, encapsulating the essence of relentless pursuit and self-actualization with insights from Swami Vivekananda.

The resonant debate illuminated diverse perspectives on the intersection of long working hours and exploitative capitalism, providing attendees with a comprehensive understanding of this complex issue.



Diwali Celebration

The National Institute of Bank Management (NIBM) in Pune is celebrating Diwali over two days on November 11 and 12, fully embracing the spirit of the holiday. The campus comes alive on the 11th with a wide range of exciting events, such as the Treasure Hunt, Balloon Game, Hoops Race, Costume Race, Sack Race, and the always hilarious Dumb Charades. These activities engage players in physical challenges and artistic undertakings, offering a fascinating blend of competitiveness and companionship. On the 12th, the celebrations resume with an emphasis on customs and creative expression. The campus is infused with vibrant and elaborate decorations as participants display their artistic abilities in the Diya Decoration and Rangoli Competition. The celebratory atmosphere is enhanced by the unique touch that room decoration brings. The day ends with a Puja ceremony, which is a moving fusion of spirituality and tradition, illuminated by lights and diyas. The celebration at NIBM is a harmonic blend of the institute's community's joyful sense of unity, traditional Diwali practices, and artistic expression.



Alumni Talk Series

On November 4th, the Alumni Relations Committee organized an impactful "Alumni Talk" centered on "Acing Placements: Navigating CVs, Research, and Interviews for Success." Distinguished alumni, Aditya Shah and Isha Malik, shared valuable insights. Aditya emphasized the pivotal role of a well-crafted CV, underlining the importance of LinkedIn updates, concise project descriptions, and thorough company research. Isha highlighted the significance of self-assessment in job decisions, urging clarity in CVs and emphasizing precision over exaggeration. Both alumni stressed the key role of confidence during interviews.

Dr. Arindam Bandyopadhyay, the Dean, and Shri Parag Tiwari, the Executive Placement Officer, graced the session. The interactive Q&A segment allowed attendees to seek further clarification. In today's competitive job market, the shared advice becomes a guiding light for navigating the challenging journey of securing a placement. Crafting effective CVs, conducting thorough company research, and exuding confidence during interviews are indispensable tools for job seekers aiming for successful career journeys. The event provided practical insights crucial for standing out in the professional world.



Placement Talks

The Academic and Professional Committee orchestrated an enlightening placement talk series tailored for the juniors, providing them with an opportunity to delve into the intricacies of the internship and final placement process. The session was designed to be interactive, with senior batch mates generously sharing their invaluable experiences and knowledge, equipping the juniors with the insights needed to navigate the complexities of corporate life. During the session, the committee elaborated on a comprehensive list of do's and don'ts, offering practical advice to ensure a smooth transition into the professional realm. This exchange of information was not merely a one-way street; rather, it fostered a dynamic dialogue between the juniors and their seasoned peers, creating a platform for meaningful interaction. The senior batch mates, drawing from their own journeys, shared anecdotes, challenges, and triumphs, providing a realistic and relatable perspective on the professional landscape. Their insights went beyond theoretical concepts, offering a practical understanding of what it takes to thrive in the corporate arena. This placement talk series served as a crucial bridge between academia and the professional world, offering juniors a glimpse into the real-world scenarios they are poised to encounter. It was a collective effort to empower the upcoming generation with the tools and knowledge necessary to not only survive but excel in their future professional endeavors. As the session concluded, it left an indelible mark on the juniors, arming them with a wealth of information and a renewed sense of preparedness for the journey ahead. Distinguished speakers from the senior batch, including Gurdeep Singh Khalsa (placed at Axis Bank), Abhishek Chattopadhyay (placed at KPMG), Pranay Jaiswal (placed at HSBC), Swapnil Joshi (placed at IDBI Bank), Sanskar Porwal (placed at KPMG), Ayan Kanji (placed at Axis Bank), Yash Gosavi (placed at Perfios), Muskan Tayal (placed at IndusInd Bank), Rohan Bhattachargee (placed at IndusInd Bank), and Pratik Gaikwad (placed at IDBI Bank), shared their insights and experiences in a recent event.



Talk on Dengue Awareness and Basic Life Support

On Dec,1st 2023 ,National Institute of Bank Management (NIBM) in Pune organized a significant event on December 1st that focused on raising awareness of dengue fever and providing basic life support. This session headed by RMO Dr. Mini Chitkara. This was an initiative towards community health. Speakers Dr. Swarupa Tandal and Dr. Disha Sheth from Ruby Hall Clinic in Wanowrie, Pune, were provide valuable insight on topic. The presenters provided insightful information about dengue awareness, emphasizing the value of early detection and preventative measures. Their knowledge gave students the tools they needed to stop the dengue virus from spreading and protect the public health from any negative effects. In addition, the course taught the fundamentals of life support, giving the tools, they need to make critical decisions in an emergency. With her medical expertise, Dr. Disha Sheth taught the audience vital life-saving skills, enabling to react to emergencies and maybe save lives. This NIBM effort not only helped spread knowledge about a common health issue like dengue, but it also gave people useful skills to deal with emergencies. By holding these kinds of events, NIBM keeps up its commitment to the welfare of the community and the sharing of important information for a safer and healthier society.



56th Episode Of “Vishleshan”-A Leadership Talk Series

The 56th episode of "Vishleshan," a distinguished leadership talk series hosted by the Corporate Relations and Placement Cell at the National Institute of Bank Management (NIBM) in Pune, unfolded on December 9, 2023. The esteemed guest for the event was Mr. Amish Jani, the Director at UBS, whose insights into leadership proved to be enlightening. The event commenced with a warm welcome extended to Mr. Jani by Dr. Arindam Bandyopadhyay, the Principal PGDM and Dean-Academic Programme at NIBM. Mr. Jani delved into the crucial topic of setting SMART goals and emphasized the importance of aligning individual values with these objectives. His discourse touched upon the holistic nature of goal-setting, encapsulating the essence of "be, do, have." During the interactive session, Mr. Jani actively engaged with the students, encouraging them to reflect on their own goals and values. The participants were prompted to articulate their aspirations through the lens of purpose, fostering a deeper understanding of the symbiotic relationship between personal values and professional objectives. The session reached its pinnacle with Mr. Jani guiding the students in creating a comprehensive value list, underlining the significance of a values-driven approach in achieving meaningful goals. The event concluded on an engaging note with a dynamic question and answer session, allowing the students to seek personalized advice from the seasoned professional. The finale was marked by a gracious vote of thanks extended by Dr. Arindam Bandyopadhyay, expressing gratitude to Mr. Jani for sharing his wealth of knowledge and



57th Episode Of “Vishleshan”- A Leadership Talk Series

In the distinguished 57th episode of Vishleshan, The Leadership Talk Series, the esteemed Kunal Kathpal, Chief Risk Officer of Hinduja Leyland Finance Limited (HLF), took the helm to elucidate the intricacies of risk management and innovation in the finance sector. Commencing the session with a gracious acknowledgment of the knowledge garnered from an institute program, Mr. Kathpal set a tone of gratitude, paving the way for an insightful and thought-provoking discussion.

Providing a sweeping overview of HLF, Mr. Kathpal shed light on the institution's product offerings, evolutionary journey, and the dynamic market landscape it navigates. A notable takeaway was Mr. Kathpal's identification of five pivotal risk elements, constituting a substantial 60% of an effective risk management strategy.

Delving into the factors influencing individual effectiveness, Mr. Kathpal advocated for a solution-oriented approach that delicately balances risk and reward. He astutely highlighted challenges posed by high-maintenance customers in the finance sector, illustrating scenarios where service costs exceeded industry norms. Diversification emerged as a cornerstone of HLF's success, particularly in the realm of affordable housing loans, coupled with an unwavering commitment to elevating the customer experience.

The conversation extended to HLF's ventures, Gro Digital and Gadi Mandi—Dispose, with Mr. Kathpal providing a brief yet enlightening history. With a pronounced focus on the rural market, Mr. Kathpal addressed challenges encountered by HLF, including operating in high-risk markets and serving customer segments vulnerable to external changes. Transitioning to risk management strategies, he underscored the pivotal role of liquidity risk, debunking the common belief that credit risk is the primary concern for non-banking financial companies (NBFCs).

The session reached its culmination with our esteemed Dean, Dr. Arindam Bandyopadhyay, expressing heartfelt thanks to Mr. Kathpal for the invaluable insights shared during the episode. The 57th episode of Vishleshan, enriched by the seasoned perspectives of Mr. Kunal Kathpal, proved to be a comprehensive exploration of risk management, customer-centric strategies, and innovation in the esteemed halls of the finance industry.



Christmas

The 25th of December is a wonderful occasion at the National Institute of Bank Management (NIBM) in Pune to embrace the Christmas spirit with a festive event themed around the enticing idea of Secret Santa. The campus is transformed into a winter wonderland, and students take part in the endearing custom of exchanging thoughtfully selected gifts while keeping things under wraps. The corridors resound with chuckles and good cheer as people can't wait to find out who their Secret Santa is and reveal the kind gifts that lie in wait. The community at NIBM joins together to share in the holiday spirit and make enduring memories, turning the institution's Christmas celebration into a spectacular fusion of friendship, generosity, and the joy of giving.



58th Episode Of “Vishleshan”- A Leadership Talk Series

Episode 58 of 'Vishleshan' featured Mr. Priyadarshi Dutta, Risk management and Data analytics Professional. The session offered a comprehensive exploration of Risk Analytics in the lending industry, delving into various facets such as Credit Risk, Operational Risk, Compliance, Vendor and Technology Risks, Market Risk, and Liquidity Risk. Participants gained insights into the intricate process of mitigating risks, understanding the essential frameworks employed by lending entities and mandated by regulators. The discussion delved into the roots of Credit Risk, its significance in the financial landscape, and the delicate balance in the Risk-Return trade-off. Metrics for measuring Credit Risk, including probabilistic and deterministic measures, were thoroughly examined. A significant portion of the session was dedicated to elucidating the different stages of the customer lifecycle in lending products, offering a holistic view of risk management strategies throughout the entire journey. The inclusion of real-world examples grounded the theoretical concepts discussed. The Q&A segment addressed pertinent questions, exploring the unprecedented growth of the fintech sector, its unique risk management challenges, and invaluable advice for professionals in the field. The conversation extended to the domain and nature of business, emphasizing the foundational knowledge necessary for understanding metrics and navigating the regulatory landscape. The session concluded with an insightful Q&A, offering personalized insights to the students. Episode 58 of 'Vishleshan' emerged as a knowledge-rich resource, bridging theory and practice in the dynamic realm of Risk Analytics.

59th Episode Of “Vishleshan”- A Leadership Talk Series

In the latest episode of Vishleshan, the spotlight was on Mr. Ramandeep Gill, Chief Financial Officer of Muthoot Capital Services Ltd. The session was attended by Mr. Parag Tiwari, Executive Placement Officer. Mr. Gill embarked on a captivating narrative, recounting his journey from HSBC to his current role. A focal point of his discourse was the distinctive characteristics of the Indian share market. He underscored the market's reliance on technology and partnerships, highlighting its resilience to external influences, particularly from the United States. Delving into the intricacies of financial operations, Mr. Gill shed light on the selling of Non-Performing Assets (NPAs) and the pivotal role of structured finance in the market. He emphasized the transformative impact of technology and collaborative efforts in making structured finance widely accessible. The discussion traversed through the landscape of core lending, elucidating its nuances and relevance in the contemporary financial ecosystem. Mr. Gill expressed optimism about the burgeoning returns in India, attributing it to the commendable performance of startups. He prophesied that the year 2024 would carry paramount significance for the financial sector. The subsequent Q&A session, steered by queries on core lending and the profitability of those acquiring NPAs, provided a dynamic exchange of ideas. The session culminated with Mr. Parag Tiwari extending a gracious vote of thanks to Mr. Gill, encapsulating the essence of a session that unraveled the intricate threads of finance, technology, and collaboration.

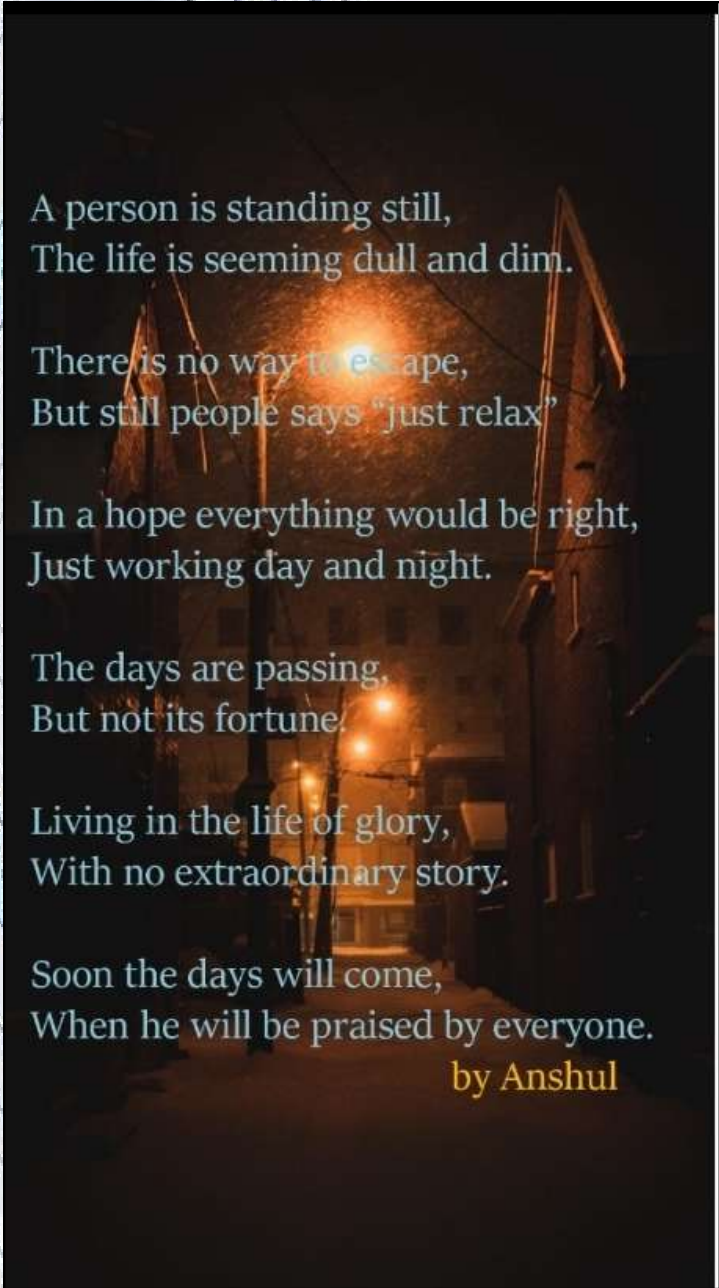
60th Episode Of “Vishleshan”- A Leadership Talk Series



Vishleshan, the distinguished leadership talk series, marked its 60th episode on December 30th, 2023, featuring Mr. Aalok Desai, the Treasury Chief Risk Officer for India & South Asia Markets at Standard Chartered Bank. The event commenced with a warm welcome from Dr. Arindam Bandyopadhyay, Dean-Academic Programme at NIBM, who presented a bouquet to honor the esteemed guest. Mr. Desai delved into the intricate landscape of emerging risks, shedding light on geopolitical dynamics, shifts in global monetary policies, cyber threats, and supply chain disruptions. He expounded on liquidity and funding risks, emphasizing the pivotal role of factors such as credit rating, portability, cross-currency funding risk, and concentration risk. The talk provided a comprehensive overview of internal liquidity risk metrics, encompassing stress testing, maximum cumulative outflow, advances to deposits ratio, swapped funds, and wholesale borrowing external and internal. A detailed exploration of risk considerations included the sustainability of aspirations, the appropriateness of liabilities, and the evolving risk composition of the balance sheet.

Transitioning to liquidity risk, Mr. Desai outlined the Liquidity Coverage Ratio (LCR) assumptions for deposits and loans, as well as the Net Stable Funding Ratio (NSFR) assumptions for deposits. The discourse seamlessly flowed into discussions on capital risk and interest rate risk in the banking book. Mr. Desai addressed critical questions on sustainable aspirations, the right mix of assets and liabilities, and the protection of the balance sheet's Net Interest Margin (NIM).

The event concluded on an engaging note with an interactive session where students posed diverse questions to Mr. Desai, showcasing the keen interest and enthusiasm of the audience. Dr. Bandyopadhyay extended a vote of thanks, expressing gratitude for the invaluable insights shared by Mr. Aalok Desai, making the 60th episode of Vishleshan a memorable and enlightening experience for all participants.



A person is standing still,
The life is seeming dull and dim.

There is no way to escape,
But still people says "just relax"

In a hope everything would be right,
Just working day and night.

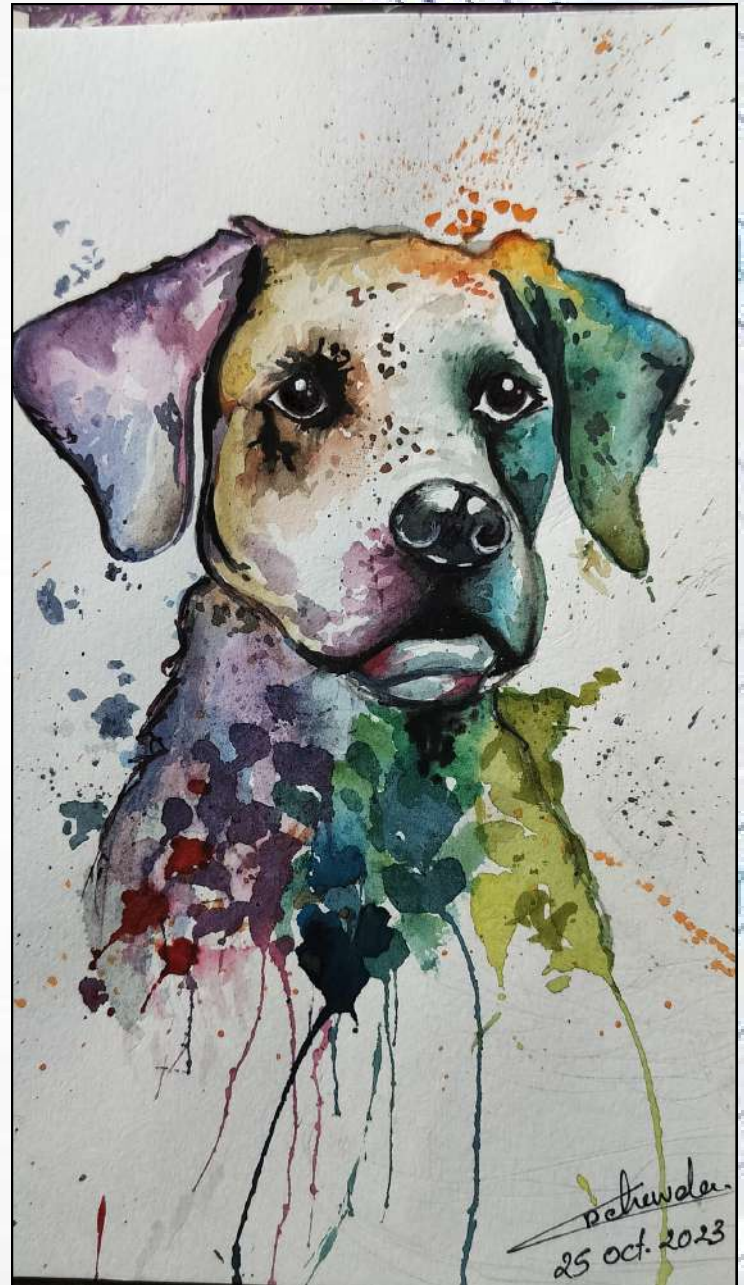
The days are passing,
But not its fortune.

Living in the life of glory,
With no extraordinary story.

Soon the days will come,
When he will be praised by everyone.

by Anshul

Anshul Sharma
PGDM 2023-25



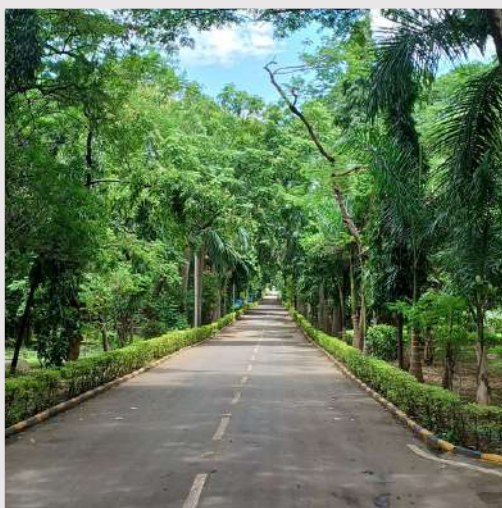
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