



Leadership of Banks & Financial Institutions The Challenges Today

February 27 - March 03, 2017



**Executive Education
Indian Institute of Management, Ahmedabad**

Leadership of Banks & Financial Institutions

The Challenges Today

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The financial crisis of the 2008, was followed by period of growth that was buoyed by the fiscal stimulus, and now growth may be just beginning after many years of low growth. Capital investments have yet to revive. Infrastructure financing has proved to be particularly problematic to the bigger banks, but especially the public sector banks. They also have the challenge of protecting their organisational boundaries for task performance. The emergence of newer modes of payment and transfer, of the social media, of all pervasive IT and big data need recognition and response. Regulatory changes, bring newer players into the business, puts pressure on banks and FIs. Business as usual is excluded today, and the key to bring responsiveness is leadership and organisation.

Content

The Macroeconomic Environment and Perspectives

- Macroeconomic performance of the Indian economy in recent times and expectations for the future.
- Capital markets, expected reforms, trends and prospects.
- Public policy perspectives.
- Structural issues in the Indian economy.
- Global financial markets.
- New technologies and payment mechanisms (Block Chain Wallet).
- Globalising Indian banks - problems and prospects. Concepts and issues in infrastructure project finance in India today.
- Regulatory initiatives in the financial sector. New entrants and inclusions.

Gearing up for change

- Boundary maintenance - what is internal to banks and what is external in the accountability and control of banks. Autonomy and accountability and the role and form of oversight by government.
- Creating and managing high performance teams.
- Boards of banks - strategising their role for effective performance and enhancing shareholder value and consumer value; the role of minority shareholders, government nominees and institutional nominees.
- Evaluating contracts and commercial agreements.
- Integrated staff development - career planning, rotation, training and recruitment.
- Budgeting and performance management including incentivisation for high performance.
- Strategic issues in credit assessment - holistic assessment rather than mere itemised checks.
- The consumer in Banks' operations.

Target Audience

- The programme would be ideal for leaders of banks and financial institutions especially General Managers and Board-level leaders.



Faculty

Maheshwari, Sunil

BTech (IIT Delhi), Fellow (IIM, Ahmedabad)

Professor Sunil Maheshwari is Professor, Human Resources Management, at the Indian Institute of Management, Ahmedabad. A Fellow of IIM Ahmedabad, he was professor and a senior personnel officer with the Indian Railways. Before joining academia in 1998, he worked in industry for over ten years. His current research and teaching interests include strategic human resource management, international human resource management and turnaround management of declining firms. He has worked extensively on "Human Resource Management Practices in the Subsidiaries of Foreign Firms in India".

Prof Maheshwari has published his research articles in both national and international journals and has written more than 30 cases. He is the author of 'Turnaround Excellence: Six Studies of Corporate Renewal'. He has been a consultant to many national and international organisations.

He has served on the boards of large organisations including Andhra Bank and UCO Bank. He has been advisor to the Hon'ble Minister of HRD, Government of India. He has been contributing to multiple policy-making committees at the national and state levels.

Morris, Sebastian (Faculty Chair)

Fellow (IIM, Calcutta), MSc (Int.) (Phys.), IIT, Bombay

E-mail: morris@iima.ac.in

Professor Sebastian Morris is a faculty member in the Economics area and Chair of Executive Education at the Indian Institute of Management, Ahmedabad. A Fellow of the Indian Institute of Management, Calcutta, his interests include international trade and investment, industrial development, macroeconomics, economic history, public sector, infrastructure, small firms, electricity reforms, regulation, PPPs and the Indian economy.

The founding chair of the PGP-PMP programme at IIMA, he has also worked with the Institute of Public Enterprise, Hyderabad, the University of Pennsylvania and the Copenhagen Business School (Asia Research Centre). He was co-chair of the IIMA-Harvard Kennedy School Phase V programmes for senior government officials. He has been Senior Correspondent for Business India and editor of the India Infrastructure Reports (2001-2004).

He has consulted for international and national organisations besides government and served on several expert committees of the government of India. He has served on the board of UCO Bank. He is currently a member of the board of governors of GETCO, IITCOE and People Can Services Ltd.



Pandey, Ajay

Fellow (IIM, Ahmedabad), BE (Roorkee)

Professor Ajay Pandey is Professor, Finance and Accounting area at the Indian Institute of Management, Ahmedabad. A Fellow of IIM Ahmedabad, he has over 25 years' experience in teaching, training and consultancy. His research interests include corporate governance, risk management, project finance, commodity markets, regulation and asset price dynamics.

Before coming to IIMA, Prof Pandey has been a faculty member at Management Development Institute (MDI), Gurgaon and Administrative Staff College of India (ASCI), Hyderabad.

At IIMA, he has served as Dean (Faculty) from 2010-13, as Dean (Programmes) from 2013-15 and as Acting Director (Director In-Charge) in 2013. His other administrative roles at IIMA include being Chair of the Admissions Committee, Chair of the IIMA flagship 2 year MBA programme, Chair of the Financial Aid Committee and Chair, Finance and Accounting Area. He has also served as a Member of the Board for the Center for Innovation, Incubation and Entrepreneurship (CIIE).

He has contributed to the India Infrastructure Reports and was the editor for the 2009 India Infrastructure Report on Land. He has consulted for governments, corporates and parastatals, regulators and multilateral agencies.

**Varma, Jayanth R.**

Fellow (IIM, Ahmedabad),
PGDM (IIM, Ahmedabad), AICWA

Professor Jayanth Varma is Professor, Finance and Accounting area at the Indian Institute of Management, Ahmedabad. He did his post-graduation and doctorate in management from the Indian Institute of Management, Ahmedabad, and is a qualified cost accountant. His current research interests are principally in the area of financial markets including equity, debt, currency and derivative markets.

Prof Varma was a full time Member of the Securities and Exchange Board of India (SEBI) for a year. Before that, he was a part time member of SEBI for three years. He has been the Chairman of the Secondary Markets Advisory Committee and several other committees of SEBI. He has also been Chairman of several committees set up by the Forward Markets Commission and the Ministry of Finance and Company Affairs. He was a member of the Raghuram Rajan Committee on Financial Sector Reforms and of the Financial Sector Legislative Reforms Commission.

Prof Varma has carried out extensive research in the field of Indian financial markets and finance theory and published extensively in Indian and international journals. He has authored a number of popular books, papers and cases, and articles in newspapers and other periodicals.

He is a board member at well-known corporates and has been a director in Axis Bank Limited, Punjab National Bank and government organisations.



Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **February 13, 2017**. The last date for early bird discount is **February 06, 2017**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

Officer - Executive Education

Indian Institute of Management, Ahmedabad
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4472 to 77 and 4461 to 69

Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)

E-mail: exed@iima.ac.in

Website: www.iima.ac.in/exed

Venue and Accommodation

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests stay with them during the programme.

Programme Fee and Payment

INR 1,50,000 (+15% Service Tax) per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **February 13, 2017**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.



The programme fee can be paid in one of these three ways:

[A] Electronic Fund Transfer:

1. Name of Beneficiary:
Indian Institute of Management, Ahmedabad
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance: **Leadership of Banks & Financial Institutions**
5. IIMA Permanent Account Number (PAN):
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA Service Tax Registration Number:
AAATI1247FST001

After making the payment, please e-mail us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway

Please visit the IIMA website
(www.iima.ac.in/exed) for more information.

[C] Demand draft/cheque payable at par at Ahmedabad

The cheque/draft should be in favour of "**Indian Institute of Management, Ahmedabad**" and sent directly to Executive Education Office through courier or speed post.

Discount

Early Bird Discount: Nominations received with payments on or before **February 06, 2017** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and the alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges

The Institute has about 97 faculty members working in the following management areas and sectors:

Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Information Systems
- Marketing
- Organisational Behaviour
- Human Resource Management
- Production and Quantitative Methods
- Public Systems Group

Interdisciplinary Centres

- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- Centre for Gender Equity, Diversity and Inclusivity
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Ravi J. Matthai Centre for Educational Innovation



Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा कार्यक्रम
भारतीय प्रबंध संस्थान, अहमदाबाद

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