

**Report of the Committee  
To Review  
The Activities and Future Direction  
of**

**BANKERS TRAINING COLLEGE  
(BTC) – VISION 2005**

**RESERVE BANK OF INDIA  
CENTRAL OFFICE  
MUMBAI 400 001**

**May 1999**

## CONTENTS

<u>Chapter Number</u>	<u>Subject</u>	<u>Pages</u>
	Foreword	
1	Introduction	1 - 4
2	Training in the Banking Sector - Need for paradigm shift	5 - 12
3	BTC's Mission and Vision – 2005	13 - 17
4	Programmes and Learning Environment	18 - 28
5	Transition of the College to 2005 - Relevant issues	29 - 42
6	Recommendations	43 - 54

	<u>List of Tables / Annexures</u>	<u>Page No.</u>
Table 1	Number of Participants: Institution - Groupwise	20
Table 2	Number of Programmes and Participation	21
Table 3	Level of Participation	22

		<u>Sheets</u>
Annexure-I	Memorandum of Constitution of the Committee	2
Annexure-II	Views and Suggestions sought – Questionnaire	2
Annexure-III (a to d)	Training Facilities available in banks	4
Annexure IV	Number and level of participants (July 96 to Dec 98)	1
Annexure V	List of Programmes/Seminars conducted in BTC	3
		-----
		12
		-----

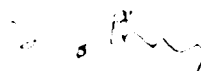
## FOREWORD

The Reserve Bank of India set up the Bankers Training College (BTC) in 1954 as a higher level training institution in the area of Banking and Finance, at a time when very little formalised institutional training facility was available in the banking industry in our country. The BTC which thus filled a void, has been playing a unique role in training bank executives. Over its forty five years of existence, the College has matured into a standard training centre of good international standing.

In recent years, the financial sector in India has witnessed significant changes. These developments have given a spurt to the demands on the College for quality training in newer areas of banking and finance. In this background, the Governor of RBI set up this Committee in December 1998 to review the activities and future direction of BTC with a vision upto the year 2005. The Committee was required to study the role of BTC in the context of various other training facilities that have subsequently sprouted and blossomed in the banking sector. Some of the aspects required to be looked into were the relationship between BTC and the other banking related training institutions as also a review of the scope and content of BTC's training programmes so that overlapping and duplication in training effort is avoided as far as possible. The Committee was also to make suggestions in order to enhance the role of BTC (where necessary) and its utility.

The Members of the Committee were drawn from among senior executives of commercial banks concerned with HRD and from among CGMs of RBI connected with Training, HRD and Bank Supervision. The Committee collected data about the training facilities already existing in the banking sector and also sought the opinion of senior training administrators and training institutions in the banking industry and deliberated on the various facets relating to the utility and role of BTC keeping in view the Terms of Reference. Based on the conclusions reached, the Committee has made recommendations which are set out in this Report.

I wish to acknowledge the valuable suggestions and contributions made by all Members of the Committee towards the Committee's task. I also thank the Committee's secretariat and in particular S/Shri P.K.K. Krishnan and R. Raghavan (Faculty of BTC) who rendered excellent support and assistance.



S. Gurumurthy  
Chairman

28 May 1999

Review Committee on BTC – Vision 2005

## CHAPTER 1

### INTRODUCTION

**1.1** The Bankers Training College (BTC) was established by the Reserve Bank of India (RBI) four and a half decades ago at a time when training facilities in banking and financial areas in the country were sparse and rudimentary. The BTC was expected to fill this void and also act as a catalyst for providing model and innovative training programmes. The BTC has been conducting courses for officers of commercial banks, financial institutions and RBI and holding brief Familiarisation Programmes for Officers of select cadres of Civil and Central Services like the Indian Administrative Service, Indian Audit & Accounts Service, Indian Economic Service and the Indian Statistical Service. The Advisory Council for BTC of which the Governor of RBI is the Chairman, comprises Members drawn from among CMDs of commercial banks, development financial institutions, Government of India (Special Secretary, Banking), national level training / management institutes and professional bodies viz. the Indian Banks Association (IBA) and the Foreign Exchange Dealers Association of India (FEDAI). The activities of the College are reviewed in the Annual Advisory Council Meeting and the plans and programmes for the subsequent year are approved.

**1.2** While BTC has been in existence for 45 years and has been playing a very useful role, far-reaching changes have been taking place in the banking sector and financial environment in the country in the recent years as a result of the first and second phases of the Financial Sector Reforms. A direct fall out of such a development is the increase in training needs in newer areas of banking and finance and

consequently fresh demands on BTC from banking institutions for quality training Programmes. This trend is likely to continue in the years to come, despite the fact that in-house training facilities also have grown in several banks over the years. The College has, therefore, to further gear itself to meet this demand. As a sequel to such demand anticipated by Members in the Advisory Council for BTC in the meeting held in July 1998, the Governor of RBI directed that a Committee be set up to look into the plans and programmes of BTC with a medium term perspective and vision reaching up to the year 2005. Accordingly, RBI constituted this Review Committee vide Memorandum dated 17th December 1998 (copy enclosed as Annexure-I, which includes composition of the Committee).

**1.3 The Terms of Reference to the Committee were:**

- (i) To visualise the role of BTC in the context of other training facilities available to the banking sector and in the light of the Second Generation Financial Sector Reforms.
- (ii) To review the scope and content of the training facilities provided by BTC against the backdrop of the emerging needs and make recommendations with regard to redesigning and re-orientation of the programmes.
- (iii) To review the relationship that exists between BTC, the training establishments of banks, NIBM, and other Management Development institutions such as ASCI, IIMs, MDI, XLRI etc. and to suggest the linkages that may be necessary to ensure an effective and viable demand-driven training system for BTC.
- (iv) To make any other recommendations for enhancing the role of BTC.

**1.4** In the first Meeting of the Committee held in January 1999, the methodology to be adopted by the Committee was decided. The Committee felt that besides detailed deliberations in the meetings, comments / opinions received from the Heads of user Institutions and other interested groups be considered and that a review of the past Calendars of Programmes and other relevant statistical data also be taken up. Accordingly, information and suggestions were solicited through a Questionnaire (copy enclosed as Annexure II).

- a) The Questionnaire referred to was sent to CMDs and EDs of banks and financial institutions to ascertain their views on the expected role of BTC vis-à-vis gaps in their own in-house training system.
- b) The Questionnaire was also sent to HRDs of banks and financial institutions to collect statistical information on their existing training facilities and their requirements from BTC.
- c) Some major Training and Management Development institutions like NIBM, NIBSTC, SIBSTC etc. were contacted to obtain information on the training programmes and facilities they are currently having and the scope and plans for further expansion in the near future.
- d) Views of Heads of Central Office Departments of RBI and the Regional Directors of RBI's Regional Offices as also of some of the present and former Members of Faculty of BTC were called for.
- e) Information relating to the programmes held in the last three years was collected for getting an idea of the institutions which are making major use of the College, the trends of response to the various programmes, the changes

that have been made in the curriculum, the duration of the programmes and also to know about the levels of officers who are being nominated by the institutions making use of BTC Programmes.

**1.5** For assisting the Committee, the Chairman constituted a Sub-Group [comprising S/Shri Y. Radhakrishnan, V.H. Ramakrishnan, J.J. Bhattacharjee, P.R. Gopala Rao – all Members of the Committee and Shri A.K. Pandya, GM (Training) of RBI to study the Calendars of Programmes of the College for the last three years and make suggestions.

Following the change in incumbency of the Chief General Manager of HRDD of RBI and the Principal of BTC, the new incumbents viz. Shri N.P. Sinha and Shri Y.S.P. Thorat respectively, participated in the meetings of the Committee as special invitees.

**CHAPTER 2**  
**TRAINING IN THE BANKING SECTOR**  
**NEED FOR PARADIGM SHIFT**

**2.1** The Officers of banks and financial institutions are, at present, provided professional training through various avenues, viz.

(i) by their own in-house Training establishments, which exist in individual institutions.

(ii) by Training Colleges of RBI (BTC, CAB and to some extent RBSC)

(iii) by collaborative institutions such as -

National Institute of Bank Management, Pune

Sir Sorabji Pochkhanawala Bankers Training College, Mumbai

National Institute of Banking Studies and Corporate  
Management, New Delhi

Southern India Banks Staff Training College, Bangalore

North East Institute of Bank Management, Guwahati

(iv) by the seven Associate banks of SBI, who besides having their own training facilities, have access to SBI's training network

(v) by deputing Faculty Members of banks' training institutions for the Faculty Development Programme conducted by the Government of India (Department of Personnel and Training) at different centres like New Delhi, Jaipur, Nainital, Bhopal, Bangalore etc.

(vi) by some of the banks, particularly new generation private sector banks, making arrangements for training by consultancies, and



(vii) by sending senior level officers of banks on a selective basis to MDI, ASCI, IIMs and even to international Programmes.

**2.2** Data collected from banks reveal that many of these institutions have, over the years, started their own training establishments. However, majority of these establishments cater only to officers in the levels of Scale III and below, while in only eleven out of twenty-seven public sector banks, officers upto Scale IV are sent to their own training establishments. Besides SBI, the major public sector banks like Bank of Baroda, Central Bank of India, Bank of India, Dena Bank, Canara Bank and Punjab National Bank have developed good in-house training facilities to take care of training their junior and middle level officers and to a limited extent even senior level Officers. [Please see Annexures III(a) to III (d)].

**2.3** Training Programmes for officers of foreign banks operating in India and new private sector banks, wherever they do not have in-house arrangements, are conducted through consultancy organisations, private arrangements and by deputation to training establishments abroad. They also nominate officers to participate in the Programmes of BTC, CAB, NIBM, MDI, IIMs, ASCI, UTI Institute of Capital Markets etc. Among the foreign banks operating in India, the ANZ Grindlays Bank has a good training establishment at Chennai and conducts programmes for their Officers posted in Asian countries.

**Re-engineering Training function in banks –  
New Approach and Strategies**

**2.4** The Committee recognises the general change in approach of banks and financial institutions towards training. It is heartening to note that banks and financial

institutions have started bestowing more attention on training their personnel. This momentum has to be sustained. With increased competition and the need to optimize on all the resultant opportunities and meet the new challenges, banks have to reposition themselves in the markets. Utmost importance, in this transition has to be given to the development of human resources. The people manning the various functions in banks are to be provided with adequate skills and the requisite tools for achieving excellence in their performance. This perspective calls for a substantial effort in retraining and empowering them with new knowledge and proficiency required. In this resurgent approach to training in banks, BTC will continue to have a larger role to play.

Approach to training in banks should include and provide the following:

- (i) A new need analysis for identifying training gaps and target groups and replacing ad hoc / short-term agendas with plans having a futuristic outlook at least with a medium term perspective. A good training plan with a vision upto 2005 should have various components such as on-the-job, classroom and external training and grooming of officers for taking up many new functions in future. Banks should put in place training plans with both short term and medium term goals. These may include examination of:
  - (a) adequacy of the existing training facilities and need for enlarging them, and
  - (b) If external training is required, whether it should be at BTC, NIBM etc. or from private consultants.
- (ii) Increased international exposure to bank officers on selective basis.
- (iii) Adequacy of Training budget.
- (iv) In order to ensure linkage of training with succession plan, banks should identify high achievers in the age groups of 30 to 45 and these identified officers

should be specially groomed to take up higher responsibilities and more complex functions.

An officer-specific training plan for each officer ought to cover General Banking, Leadership Skills / People Management, Credit and Forex areas and as the officer moves up to senior levels, the emphasis of training will, inter alia, be on Executive Development, Corporate Planning and Governance.

**2.5** It should be recognised that training is essentially a management function. Utmost attention needs to be paid in the posting of Principals and Members of Faculty. The Training function in each bank should be a separate unit and should not be mixed up with General Administration.

**2.6** In order to realise these objectives, banks may consider entrusting the responsibility for Training matters to a senior officer at the level of General Manager [where some such arrangement does not already exist as envisaged by Adarkar Committee (1967)]. Talented and knowledgeable officers with proven track record may be appointed as Members of Faculty with a good package of facilities. The training plan could be got vetted by experienced training consultants. Ultimately, the Training Managers with the support of the Top Management in each bank should assume responsibility for achieving the training goals.

**2.7** Re-engineering critical training practices involves rethinking and redesigning of the traditional training system so as to make it practical, resulting in "transfer of learning" from the class-room situation to the work environment. Training has to be more operations-oriented and emphasis needs to be on bringing about a new technology-

based work culture. A high-tech learning environment, when combined with well-designed training modules and effective training techniques, can make the experience of learning, both worthwhile and fruitful.

**2.8** The banks' efforts in training should be supplemented at BTC level and the College can render assistance to banks by providing them with faculty support, vetting the course designs of banks' training establishments and by helping in identifying resource personnel. Further, allotting special seats to Faculty Members of banks in BTC's programmes will generate multiplier effect in training.

**2.9** Training facilities in the banking sector in India cannot now be said to be inadequate. However, as training and re-training of staff at periodical intervals will have to be an on-going and continuous process, necessary additional training capacity and infrastructure may have to be created by banks. At present training by banks is primarily aimed at skill-building in the areas of branch working; credit, forex, treasury operations etc. The training process is implemented through "on-the-job" and "off-the-job" training. Liberalisation in the financial system, paradigm shifts in Government / RBI policies, moves towards technology based banking, emergence of sophisticated financial products and instruments, concepts like the Forex / Stock / Credit derivatives, risk management, treasury management, ALM etc. are all of paramount importance to banking. A thorough knowledge of these changes and their content is a pre-requisite for a successful bank executive. Therefore, training needs have to be constantly reviewed to take care of such new areas.

**The Committee recognises that most banks are becoming conscious of the dynamic changes in the financial world and the need for tuning their skill inventories to meet the emerging challenges, so that the efficiency of their Officers is maintained at a high standard in a keenly competitive banking environment. Banks are beginning to realise the fact that profitability (among other things) is also a direct outcome of the performance of knowledgeable and skilled professional teams of functionaries. A good human resource team can be built by developing the knowledge and skills of the officers and by re-orienting their attitudes. A quality Induction Programme followed by periodical training courses in specific areas will play a vital role in the development of an officer and in bringing resultant benefits to the institution.**

**2.10 Apart from changes in the banking and financial system, advanced information technology being inducted in banks has opened up new vistas for training in areas like computerised / electronic / internet banking, accounting and payment systems etc. Banks have to undertake the task of quickly training their staff in technological skills including computer operations, computerised accounting, essential software packages, internet etc. either through in-house facilities or through outside computer training institutions.**

**2.11 Banks in India should spare no effort in anticipating and arranging for essential, state-of-the-art training to their executives at all crucial levels. While standard commercial banking functions can be taken care of by the banks' in-house training centres, specialised areas like new credit appraisal systems, treasury**

management, forex bourse, etc demand a different type and level of training. Till such capabilities are attained by individual banks, training pertaining to these specialised and advanced areas which cut across experiences of individual banks can continue to be met by Bankers Training College.

As stated in para 1.1 supra, BTC was set up by RBI with a view to offering training facilities mainly to Officers of banking institutions and to some extent to the Officers of RBI. (The College of Agricultural Banking at Pune, started by RBI in 1969 conducts programmes for the officers of Regional Rural Banks, Co-operative Banks and Officers of commercial banks engaged in rural credit). The role and functioning of BTC are reviewed annually by the College Advisory Council. Different Expert Committees appointed by RBI had also looked into the training system in the banking industry as a whole and the assigned role of BTC.

2.12 The Adarkar Committee on Training facilities for senior and middle level personnel of banks, was constituted in December 1967, in pursuance of the then new policy of social control over banks. The Committee, inter alia, made suggestions on the lines on which management orientation programmes be organised for senior and middle level executives of commercial banks, examined the training facilities available to the executive and supervisory staff of commercial banks and also suggested measures for the coordination of the activities of the training institutions of banks. The Committee further recommended that a senior executive should be given charge of the training function in each bank and that training institutions of commercial banks have to be reorganized, expanded and strengthened.

**2.13** The Cirvante Committee, constituted in the year 1979, had the task of reviewing the then existing training facilities in RBI for officers, with a sharp focus on the Bank's three training colleges. It further looked into identifying training needs in the next five years, in the context of new activities undertaken by or devolving on the various Departments of RBI vis-à-vis their regulatory and supervisory responsibilities. The Report also laid emphasis on behavioural science/management inputs, infrastructural facilities, faculty strength, faculty development and upgradation, etc.

Another recommendation of the Committee pertained to co-ordination among the colleges and with external training institutions in order to facilitate exchange of views on training strategies, teaching methodology / techniques and exchange of faculty / information, etc.

**2.14** Professor Arun Monappa Committee was appointed in 1996 to review the training system in RBI. This Committee endorsed the present system of BTC and the other training colleges of RBI in regard to announcement of the Programmes and allotting seats to various banks/financial institutions. However, the Committee felt the need for training colleges being given greater autonomy in academic, financial and administrative matters.

Further, the Committee was of the view that Programmes should be need-based, so that there is a proper fit between the participant profile and the programme profile. Besides, there should be matching between the training undergone by an officer and his post-training placement. (These responsibilities lie with the user institutions and the spirit behind the recommendation may be reiterated to them by BTC and DBOD of RBI ).

## **CHAPTER 3**

### **BTC's MISSION AND VISION - 2005**

#### **Mission**

**3.1** Establishment of the Bankers Training College by RBI in 1954 was the first ever conscious effort made by any Indian organisation towards systematic training of the entire (banking) industry personnel. The setting up of BTC was thus a landmark in the evolution of training facilities for the benefit of a cross-section of the managerial personnel of the commercial banks in India.

**3.2** True to the spirit of the mission as envisaged by the then Governor of RBI (Shri B. Rama Rau), the College has been endeavouring to visualise and conduct qualitative training Programmes for the Officers of the commercial and development banks, the foreign banks operating in India, the Reserve Bank of India and certain finance sector related cadres of Government of India. The College has been devoting its resources to developing and upgrading the knowledge, skills and professional expertise of the Officers. Certain Programmes focus on attitudinal aspects like Human Relations, Managerial Effectiveness, Customer Service etc. These aimed at catalysing the effort towards building up of a strong and vibrant banking system in the post independent India. The College has also been receiving participants from some of the Afro-Asian countries. More than anything else, the College has been providing and nurturing a forum for interaction and healthy discussion among the top-officials of RBI, the banks and financial institutions and helping in cross-fertilisation of ideas. This has also served



as one of the avenues for formulation and implementation of banking policies suiting the needs of particular times.

**3.3** The mission of the College, as conceived by RBI in 1954 continues to be relevant even after the College has been in existence for the last 45 years. The progressive transformation of the Indian economy and the consequent growth of the Indian banking system has resulted in the need for induction of newer products and services from the international market and bringing in the world's best practices in banking into our system. All these have also necessitated adoption of new state-of-the-art technology. The emerging needs of the corporate sector to enable it to participate in the highly competitive international financial markets call for new skills and knowledge on the part of professional managers. While the banking and financial institutions themselves are gearing up to meet these needs, many of them look to BTC as an apex training institution to take the lead in formulating and designing new programmes which they can, over a period, replicate in their own training establishments. Also, some conceptual awareness is required at the senior management and decision making levels in banks, which again look to BTC for taking initiative in creating such awareness and providing additional knowledge.

### **VISION – 2005**

**3.4** Significant changes have been taking place in the Indian money, forex and capital markets and these changes will be more pronounced in the years to come. The prospects as visualised in a medium term perspective, i.e. upto the year 2005 may be set out as given below:

(a) **Higher Degree of Information Technology Mediation:**

Most of the players in the financial markets as well as banks' corporate customers will be adapting to the use of Information Technology in their transactions and accordingly banks will be reorienting their operations more and more towards technology supported products and systems. Consequently, banks will be aiming at substantial technology upgradation in order to cater well to their customers. Tele-banking and Home-banking are likely to catch on, especially in the metro and urban centres. Electronic Funds Transfer and Electronic Clearing Services, use of VSAT etc. would become well established by then.

(b) **Financial Engineering and Risk Management:**

Financial Engineering is gaining in importance and instead of providing plain vanilla products, banks would be working on designing tailor made products, instruments and services suiting the customer-specific requirements, e.g. derivative products, loan syndications, etc. Product designing and delivery would rank high among banking strategies, calling for skill building both for delivery of products and managing risks associated with them.

(c) **Dynamics of Forex Markets:**

The international markets would have definitely decided the Euro's place by the year 2000. Therefore, central banks, banks and corporates would be reworking on their strategies in diversifying their dealings into the newly emerging polarities in the forex markets. With increasing internationalisation of financial markets, banks will be required

to hone their skills, particularly due to developments such as BIS Guidelines, WTO Agreements and emergence of Euro.

(d) **Transformation of Credit Market:**

With operational autonomy given to banks, major changes are occurring in the credit market as well. The traditional MPBF system of Appraisal of Credit proposals is giving way to cash flow based lending techniques. The borrowers' requirements are no longer confined to standardised credit products, but to alternative structured products. Large scale Infrastructure financing will be the new challenge area and banks have to gear up to this prospect.

(e) **Widening and deepening of Capital and Debt Markets:**

In the years to come, there will be more demands on the financial system by new products and already this trend is discernible. Banks will also be looking at Government Securities as yet another avenue competing for deployment of funds.

(f) **Multi-Focussed Banking:**

There is a school of thought that the traditional demarcation of commercial and development banking may get blurred. In the context of Infrastructure development, banks are entering into long term financing and Financial Institutions are seeking entry into short term markets. All these developments would require specialised and multiple skills.

(g) **Mergers and Acquisitions:** (M & A)

M & As would be gaining ground and will offer wide array of opportunities in the matter of banker-client relationship. Bankers, as lenders, need to know the changes

taking place in the balance sheet of their borrowing Corporates. Also, they will have to provide advisory services. These prospects would give rise to the necessity for developing special skills.

(h) **Asset-Liability Management:**

With the range of the aforesaid demands converging on the banking system, Balance Sheet management in banks call for a new approach, for which Guidelines have already been issued by RBI.

**3.5** Visualising the aforesaid changes in the system / markets, this Committee feels that the BTC, in view of its present premier position and brand image, should restructure and reorient its activities, Courses and Programmes and strive to become a centre of greater excellence.

## **CHAPTER 4**

### **PROGRAMMES AND LEARNING ENVIRONMENT**

**4.1** BTC is a residential College having comfortable and well-equipped Classrooms, Syndicate Rooms, Library, Auditorium as well as Hostel facilities with good Catering arrangement. Besides a Dispensary, an Extension Counter of a commercial bank is also located within the complex for the benefit of the participants.

**4.2** The classrooms are air conditioned and have all modern facilities such as multi-media projectors, television and video equipments. The compact auditorium is used for conducting seminars and workshops. Simulated Trading Games are an integral part of the Foreign Exchange and Treasury Management programmes. The College has recently taken on hand the work of construction of a new Hi-Tech computer-based Trading Simulation Room. In addition, a more spacious Computer Lab is being created for facilitating computer-aided Programmes with the objective of switching over to more and more computer-based learning techniques.

**4.3** The College Library has a well stocked collection of latest books on Finance, Banking, Information Technology, Human Resource Management, etc. numbering around 12,500. The Library also subscribes to around 70 standard Indian and International periodicals. The work of computerisation of the Library for providing it with latest facilities and linking it up with the Reserve Bank's Central Office Library, is in progress.

**4.4** The Hostel was designed more than four decades ago and has been improved from time to time. The Committee is given to understand that there is a proposal to construct a new hostel block in the rear portion of the campus with all amenities and facilities. In view of the time lag involved in such projects, it is recommended that the existing rooms be upgraded and refurbished on an urgent basis.

### **Trend Analysis of Programmes**

**4.5** Every Academic Year (July-June), about 100 Programmes (which include training courses, seminars and workshops) are conducted. Four channels are run concurrently with an average intake of 25 participants per channel for 11 ½ months (after allowing for a Shut Period of two weeks during May every year, which provides time for the Faculty Members to up-date themselves, revise the Study Material etc). In all, around 2000 officers from different banks attend the Programmes in a year. The number of participants (bank group-wise i.e. public sector, private sector, foreign banks etc.) who attended the Programmes conducted during the years 1996-97, 1997-98 and 1998-99 (upto December 1998), is given overleaf (Table No.1):

**TABLE No. 1****Number of participants, Institution Group-wise**

<u>Institutions</u>	<u>1996-97</u>	<u>1997-98</u>	<u>July to Dec 1998</u>
State Bank of India & Associate Banks	120	183	64
Nationalised Banks	706	690	393
Foreign Banks operating in India	135	113	61
Private Sector Banks	232	268	164
Financial Institutions and Others (Government etc.)	96	140	73
Reserve Bank of India	651	687	226
Foreign Participants	17	14	9
	-----	-----	-----
Total	1957	2095	990
	-----	-----	-----

**4.6** The position with regard to the number of Programmes and participants for the previous two years and for the first half of the current year (1998-99), is given below (Table No.2):

**TABLE No. 2**  
**Number of Programmes and Participation**

	<u>1996-97</u>	<u>1997-98</u>	<u>Jul.98- Dec.98</u>
a) Number of Programmes Conducted	91	91	40
b) Number of Programme weeks	128	115	51
c) Average duration of Programmes (weeks)	1.41	1.26	1.27
d) Total number of participants	1957	2095	990
e) Average number of participants per Programme	21.5	23.0	24.8

**4.7** It would be observed from the above two Tables that nationalised banks have taken greater advantage of the Programmes, followed by the Indian private sector banks. The State Bank of India and its Associates (which group has a very large Officer strength) have participated in BTC Programmes only to the extent felt necessary by them, in view of their own in-house training establishments having substantially grown over the years, catering to meet a major portion of their internal training requirements. Also there has been an increase in the average number of participants per programme conducted by BTC during the last two years and the figure has gone up from 21.5 (1996-97) to 23 (1997-98) and further upto 24.8 in the first six months of the current



academic year, the optimum number of participants being 25 per Programme. Thus, the courses run to full capacity.

### **Level of Participation**

4.8 The Programmes are generally meant for officers from Scales II to IV. The Forex Bourse and Treasury Programmes are usually open to officers in the operational level (i.e. Scale I) though Officers of higher Scales can also be nominated. Some specific programmes such as for Zonal Managers/Regional Managers, are attended by Officers in Scales V and VI. For Deputy GMs and GMs of banks, the college has only special events (Seminars and Workshops). In the case of RBI, the participation is normally at the AGMs and DGMs level but specific Programmes are conducted even for Senior Management cadres.

4.9 The level of participating Officers from banks who attended different Programmes in the years 1996-97, 1997-98 and 1998-99 (for the first half year) was as under (Table No.3):

**TABLE No. 3**

#### **Level of participation**

	<u>Scale I</u>	<u>Scales II &amp; III</u>	<u>Scale IV</u>	<u>Scales V &amp; above</u>	<u>Total</u>
1996-97	166	837	153	127	1283
1997-98	221	685	239	198	1343
1998-99 (July-Dec 98)	175	334	137	77	723

**4.10** Category-wise position of participants is given in Annexure-IV. An analysis of the data indicates that Officers in the Middle Management cadre (Scales II and III) form the major portion of participants at BTC Programmes.

**4.11** Seminars, Conferences, Workshops devoted to the Senior and Higher Management levels of Commercial banks and Financial Institutions (essentially of very short duration of 2 to 3 days) have also increased from 11 to 19 during the same period.

**4.12** The average duration of the Programmes has been brought down in a phased manner over the years, considering the increasing time constraints of bank officials to attend long duration Courses. For instance, the average duration of the Programmes which was around two weeks in early 1990s has come down to 1.4 weeks during the academic year 1996-97 and further to 1.2 weeks during 1997-98. This has released some valuable training capacity and also enabled conducting more number of existing and new training events with more number of officers being trained.

### **Types of Programmes**

**4.13** The College draws up a Calendar of Programmes covering a period of one year from 1<sup>st</sup> July to 30<sup>th</sup> June corresponding to Reserve Bank's accounting period. The preparation of Calendar is a detailed exercise. Initially, observations and suggestions of all the users (including Central Office Departments of RBI) are solicited, particularly with regard to addition or deletion of programmes, change of duration and frequency as well as contents and coverage. Based on the comments and suggestions received and the feedback given by the Members of Faculty, a draft Calendar is prepared, which is again discussed in a meeting exclusively with the Heads of the Human Resource Departments

of banks/Heads of Departments of RBI. After this exercise, a final draft Calendar is prepared and placed before the Advisory Council for BTC. On approval by the Council, the Calendar is finalised and the Programmes are announced to the user institutions about 2 to 3 months in advance. The existing drill in finalising the Calendar and Course contents, is time-tested, consultative and user-friendly and may be continued.

### **Transformation in Programmes**

**4.14** The College has been constantly endeavouring to introduce new Courses and upgrade the existing ones with the objective of providing training of high quality aimed at value addition. The Programmes and their inputs are reoriented to meet the current and future needs of the banking system, taking into account the dynamics of banking and the progressive changes in policy. The duration of the Courses is also rationalised from time to time. As a result, in the basket of Programmes, the number of events of short duration has increased.

**4.15** Broadly, the subjects covered by the College can be grouped into 10 areas viz.

- a) Credit Management
- b) Foreign Exchange
- c) International Banking
- d) Financial Engineering
- e) Information Technology
- f) Human Resource Management
- g) Central Banking
- h) General Banking
- i) Specialised Areas
- j) Specific Functional Groups

**4.16** As stated in para 4.14, new programmes are added keeping in view fresh demands and emerging needs. Some of the new programmes introduced in the last 2 or 3 years are

- i) Credit Management for Trainers (with alternative credit appraisal systems)
- ii) Credit Management for Senior Officers (with new approach to credit appraisals)
- iii) Loan Syndication
- iv) Consumer Credit
- v) Derivatives
- vi) Financial Engineering
- vii) Corporate Banking
- viii) Corporate Restructuring-Mergers and Acquisitions
- ix) Bank Security Management
- x) Back-up Operations in Foreign Exchange
- xi) Management of Information Technology
- xii) Security Controls and Auditing in Computerised Environment
- xiii) Electronic Banking
- xiv) IT Oriented Management Information System
- xv) Use of Hindi through Computers
- xvi) Communication Skills
- xvii) Special Programme for CBI Officers

**4.17** The following high level Seminars were conducted in the recent past or are proposed to be conducted during the year.

- i) Narasimham Committee on Banking Sector Reforms - Follow up
- ii) Infrastructure Financing
- iii) Financial Markets - Strategies for Development and Integration
- iv) Money Laundering
- v) Euro - Implications for India
- vi) FEMA Provisions and Implications
- vii) Asset Securitisation
- viii) Futuristic Banking

**4.18** Some of the programmes of BTC are highly sought after ones. Almost all the Foreign Exchange Dealers of banks have at one time or the other attended its Bourse Programmes. The Courses on Credit Management and Treasury Operations are in good demand.

**4.19** Some of the Programmes that had lost their relevance over the years or where basic Programmes had already been conducted by BTC on a large scale or those which can be organised by the user Institutions themselves, have been deleted eg. Programmes on Maximum Permissible Bank Finance, Audit of Treasury Operations, Management of International Trade, Inspection of Merchant Banking Activities, International Financial Markets, Leasing and Hire Purchase Finance, Customer Service, Communication Skills, etc. Programmes on Customer Service are now being conducted by individual banks.

**4.20** The list of Programmes conducted by the College during the last year, is given in Annexure-V. The variety and range of Programmes being conducted have always been impressive.

### **Training Methodology**

**4.21** The Methodology adopted by the College is a judicious mix of instructional and group processes of learning. Wherever relevant, Programmes are enriched by simulations, exercises, case-studies, project assignments, etc. Multi-media presentations are used to make the learning process interesting and thought stimulating and these serve the purpose of ensuring high absorption. The trading games in Forex Bourse and Treasury Management Programmes, are made as close to live situations as possible and help in moulding the technical skills of the participants. The Forex and Securities Dealers of banks have benefitted from these Programmes. An important feature of and a rare opportunity provided by BTC Courses is the process of self-

learning by the trainees through inter-action with participants from different banks with diverse backgrounds, work cultures, systems, perceptions and experience.

### **Faculty and Resource Persons**

#### **BTC's In-house Faculty**

4.22 BTC Faculty Members drawn from the middle-level officer cadre of RBI have varied academic qualifications and practical experience in different areas/Departments. They specialise in subjects like Credit, Foreign Exchange, Financial Engineering, Risk Management, Human Resources Development, Treasury/Asset-Liability Management, Information Technology, etc.

#### **BTC – A Place of Convergence of Academics, Market Players and Regulators**

4.23 The College attempts to have a fine blending of academics with bankers. It invites eminent academicians from Universities, IIMs, IITs, etc. and professional bankers to share their thoughts on matters of current and future concern to bankers. The College as an institution devoted to meeting operational banking requirements of bank managers and as a central forum for bankers to interact amongst themselves, attaches great value to visits to the College by senior bankers at the level of CMDs & EDs of banks and financial institutions for addressing participants and giving their perspectives at the inauguration / wrap-up sessions or being on the Panels for Interface.

4.24 RBI's Top Management including Governor, Deputy Governors, Executive Directors and Chiefs of various Central Office Departments visit the College and talk to

the participants of various programmes and seminars. The participants get the opportunity to interact with those concerned with policy formulation and make suggestions.

**4.25** The College, being centrally located in the heart of Mumbai, the principal financial centre of India, enjoys the advantage of easily securing support of senior and competent executives including CMDs and EDs of banks, financial institutions and RBI, as resource Faculty. This has added value to the programmes and enabled to maintain the position of the College as a premier and apex training institution. Operational specialists (those who are actually dealing with the particular portfolio in a bank) are invited for handling many technical sessions. The Guest Faculty readily accept invitations to address participants of different Programmes conducted in the College, viewing the same as a responsibility towards banking education and as an opportunity for sharing their thoughts with the cross-section of the banking industry, which forms a typical BTC class profile.

## **CHAPTER 5**

### **TRANSITION OF THE COLLEGE TO 2005 – RELEVANT ISSUES**

**5.1** The Terms of Reference and the related Agenda Notes were discussed in the meetings of the Committee and its Sub-Group. The responses received in respect of the Questionnaires distributed, comments from experienced bank functionaries, training administrators and trainers in banking, as well as other relevant data relating to the Programmes, were taken into consideration.

**5.2** The Committee is of the view that the "niche" role played by BTC in meeting the training needs of the banking sector has been unique and complementary to the Programmes conducted by banks and financial institutions. An analysis of the data received from banks on the number of training centres, the number of channels and programmes conducted and the number of Officers trained during a year [Annexures III (a) to III (d)] has revealed that by and large banks have been developing their facilities (either in-house or through outsourcing or a combination of these) for training their officers. There is no longer need for them to look to BTC for conducting training programmes in general and omnibus areas of banking. The role of BTC should be complementary in the sense that BTC should provide training only in those areas or subjects which are not normally available at banks' own establishments or on subjects which are in the initial stages of development and lead has to be taken by the apex national level institute like BTC. Thus, the Programmes at BTC should aim at providing value-enhancement to the participants, who have already undergone on-the-job training and attended training programmes on basics and fundamentals of banking and finance



in their own establishments, etc. These will be courses such as the Advanced Foreign Exchange Programme for which BTC as an institution of the Central Bank of the country is placed in a better position to mobilize more resource persons from the forex market or where there is need for starting new Programmes with futuristic outlook like Risk Management, Asset Liability Management, Financial Engineering, Derivatives, Electronic Banking, Corporate Governance, etc. The world's best practices should be made an integral part of each Programme. Here again BTC has an advantage in designing the Programmes, preparing the Course material and providing a common platform to bankers from diverse backgrounds to come together and learn from and with others.

**5.3** As regards specific items of the Terms of Reference and the related questions that arose, the trend of discussions in the Committee and the conclusions reached are given below in brief:

- (a) *Whether BTC should continue its present role as an institution at apex level to supplement the efforts of the banks' own training facilities?*

The Committee felt that BTC should continue to play its pivotal role as a national level bankers' training establishment, meeting the higher and specialised training needs of the banking sector. As stated in para 5.2 above, the College need not dissipate its valuable time and resources by replicating and running parallel programmes at a particular level where these are already being conducted by the participating institutions themselves. With liberalisation in Exchange Control, there is need to discontinue several Programmes in forex area and re-orient some of these towards forex management. Similarly, Programmes such as

Computer Applications, Faculty Development, Organisational Effectiveness, Human Resource Management, Executive Skill Development and the variety of Programmes in Credit area also need review for continuance or otherwise. The individual banks themselves should be able to organise these Programmes.

(b) (i) *What needs to be done to bridge the training gap in the banking industry?*

(ii) *As part of bridging the training gaps in the industry, should BTC run "in company" programmes, i.e., programmes meant for officers of a particular bank/ institution viz. in the areas of foreign exchange and credit management or allot more seats to a bank or financial institution which may or may not have adequate training facilities ?*

The BTC is a facility meant for all banks and is not a bank specific institution. It may not normally be possible for BTC with a tight schedule and full capacity utilisation devoted to existing number of four channels, to run bank-specific programmes, since such demands are likely to arise from several banks and will upset the schedules of BTC already planned. Moreover, banks are expected to have a suitable HRD Plan, assess their training needs and gaps in advance and chart out a course of action for training arrangements for their organisation, including deputation of their officers to other training establishments. This aspect needs to be re-emphasised to banks by RBI (DBOD). Separately, a recommendation has been made to augment the training facilities, by some banks jointly starting new training Colleges (para 6.27 infra).

In the matter of allotment of seats to different banks also, it may not be possible or desirable in the normal course to allot more seats for individual banks as it will curtail opportunities for the other interested banks looking to BTC for training their Officers. As per the existing system, keeping in view the eligibility

criteria and normal capacity of intake, seats are allotted on first come first served basis, but as far as possible the allocation is done by BTC equitably. If a bank is missed out on one occasion, it is given preference for the next such Programme.

- (c) *Should BTC focus only on some select areas and organise exclusively specialised programmes in Risk Management, Forex Management, Information Technology for Bankers, etc.? What re-orientation is required in the type of programmes to take care of emerging trends in functioning of banks in view of the second generation of financial sector reforms ?*

Presently the College conducts both specialised and broad-spectrum programmes for different categories of banking personnel. But, keeping in view the anticipated requirements of the banking sector, the Committee felt that considerable reorientation is required in the types and contents of the Programmes. While general Programmes can be dispensed with, BTC should concentrate on the following emerging areas which are assuming priority:

- (i) **Risk Management:** Moving with the times, BTC should conduct more and more Programmes on Risk Management in banks including Strategic Risk Management taking an integrated view of various risks. Particularly, conducting Programmes on Credit Risk Management (concentrating on Credit Appraisal), Forex Risk (encompassing international trade risk) and Asset-Liability Management (covering interest and liquidity risks) should receive greater attention.
- (ii) **Financial Engineering:** Problems in balance sheet management and options in raising resources in the domestic and international markets will need to be clearly comprehended by the concerned bank officials who have to possess necessary skills and expertise in financial engineering and in introduction of

innovative products / solutions such as credit and forex derivatives, stock market options, etc.

- (iii) **International Banking:** With the trend of globalisation and integration of national market with international markets, many of our banks may expand their cross-border transactions. The major corporates may also endeavour to expand their operations globally. They may increasingly access international markets for their funding requirements, both by equity and debt. All these prospects call for greater awareness about global money and capital markets and expertise and skills in this specialised area of banking. Further, the bankers have to prepare themselves for interacting with world currency markets and for effective handling of new currencies, like Euro.
- (iv) **Electronic Banking:** Modern day banking is technology driven. This will become predominant in the new century. Therefore, there will be need for BTC to organise Programmes such as Data Communication and Networking, VSAT, EFT, E-Commerce, Internet Banking, etc. in collaboration with RBI's Institute for Development and Research in Banking Technology (IDRBT) at Hyderabad. As BTC should, over the years, develop itself purely into a College for senior bankers, more events in this area should be conducted for creation of awareness among them, through Seminars / Conferences. Technology in banking has to be one of the major thrust areas of the College curriculum and it will be necessary to be in readiness to increase the number of Programmes in this area well before the year 2005.

*(d) Should BTC conduct more and more skill oriented Information Technology courses?*

The Committee felt that the College should deal with only those aspects which are related to the banking industry as a whole and which are meant to create awareness at senior levels. Any basic and institution-specific Programmes have to be organised by banks themselves, if necessary with the help of specialised external establishments providing computer training / education.

*(e) BTC, instead of catering to mainly officers in Scales-II and above should concentrate on the higher management cadres of banks, viz. DGMs/GMs/EDs who may not get many opportunities to attend Programmes in the new areas of concern.*

Although Foreign Exchange (Bourse) and Treasury Management Programmes are being conducted for a number of years now, BTC should take a conscious decision to move away from these areas. The College should transform itself into a College for Senior Officers of Banks and Financial Institutions under a time bound strategy. By the year 2002, Programmes meant for Officers upto Scale III should be phased out and from the year 2003, only Programmes for Officers from Scale IV and above should be organised. From the year 2005, by which time in-house training facilities in banks would have further expanded and matured, BTC should concentrate on providing courses for officers in the ranks of CMs / RMs, AGMs, DGMs and GMs. BTC should also provide a forum for Executive Directors and Chairmen of banks to come together and share their experiences through Colloquiums or Seminars of one or two days.

(f) *What should be the profile and orientation of the Faculty Members and the Principal of BTC?*

In consonance with the proposed changes in the level of participants, there will be need to upgrade the level of Members of Faculty at BTC so far as their grades, seniority and capabilities etc. are concerned. There should be special facilities for Faculty Members. These benefits should be viewed as an investment in Faculty and Executive Development and could include international exposure in select and highly specialised areas of banking as part of RBI's efforts in proficiency building. Well qualified, experienced and competent Officers who have a flair for communication should be encouraged to put in a stint of at least 3 years as a Faculty Member, during their career. The Faculty selection should be made more rigorous and should not be allowed to be perceived by aspirants as a convenient and comfortable posting. They should have passion for teaching. The HRDD of RBI can work out a suitable package of facilities for Faculty Members and review and revamp the selection procedure. In this context, the recommendations of the Prof. Monappa Committee relating to selection of Faculty Members for training establishments in RBI as also utilisation of awardees of Golden Jubilee Scholarship as Members of Faculty, are worth reiterating. In very specialised areas, exceptional Faculty Members with outstanding credentials can also be taken by BTC on short posting for two to three years from other banks. The identification and selection should be by a high level Committee.

For taking BTC through the important phases of transition upto the Year 2005, the Principal of the College has to be dynamic and a visionary with

missionary zeal. Therefore, for the post of Principal, the best talent among the Senior Officers of the Bank should be selected. The posting as Principal may be treated as a prized placement and the incumbent be extended all the facilities admissible to a Regional Director of RBI.

- (g) *Should BTC be only a Trainers' Training College for the Faculty Members of the training establishments of banks so that those programmes attended in BTC by the Faculty Members concerned could be replicated in the respective in-house Colleges?*

On this issue, the Committee felt that, considering the stature and objective of BTC, it cannot be visualised as just a Trainers' College since under such a diminutive role, the College activities would become too restricted and constricted and the College would lose its utility and national / international image. Instead, the Committee's recommendation elsewhere in this Report (para 3.5) is to make the College a centre of greater excellence for grooming the senior management cadre in banks. Trainers could, however, be given some preference, in certain Programmes, to enable them to replicate the Courses in their own in-house training establishments.

- (h) *Should BTC not rationalise the duration of the Programmes?*

The Committee felt that in view of the thrust areas recommended for BTC and its progressive transformation into a College for senior level bank executives as discussed in some of the sub-paras above, the College should endeavour to conduct short duration learning events on contemporary topics.

- (i) *Should the College conduct off-campus Programmes and that too in other cities ?*

On the question of conducting off-campus Programmes, the Committee felt that it should confine to its own campus-based programmes, as such proposed forays would put a tremendous pressure on BTC, with Officers of a large number of banks having to be so trained. Success of any Programme depends not only on the Faculty, but the College as a whole, where the senior bankers including resource persons address the participants as Guest Faculty and share their insights and perspectives. This advantage would be available in abundant measure in BTC rather than in any off-campus assignments.

- (i) *Whether BTC should conduct programmes (like the ones presently conducted for IAS, IES and ISS Probationers) for the new Direct Recruit entrants of banks, with inputs on mission and values of banking and expectations from young bankers?*

The Committee is of the view that each bank is in a position to organise basic level / induction Programmes through which bank specific ethos and values can be better transmitted and there is no need for BTC to organise such Programmes for Officers of banks.

- (k) *Whether BTC should at all undertake "Distance Learning" for bankers?*

The consensus in the Committee was that, the College should confine to its present training system in the campus. However, the feasibility of the College initiating video-conferencing on seminars of topical interest as well as dissemination of knowledge oriented information through BTC's own website, may be considered.



*Is training the responsibility of the employer and institution alone or does the individual employee also have any responsibility for self-development as a complement to training provided by the employer?*

While development of human resource in an organisation is generally considered to be the responsibility of the employer, equally, an employee should have urge, commitment and enthusiasm and make efforts to develop the self. It is only in the case of such employees that training will produce the desired results. Most of the Class III employees in banks (which cadre produces a large percentage of officers) are at least graduates and some of them also acquire higher and professional qualifications on their own. All banks have incentive schemes for employees passing the Institute of Bankers examinations. The coverage of the syllabus of these examinations provides a good grounding on the basics of banking law and practice, accountancy, foreign exchange and finance. The IIB also conducts classes for the examinations. Apart from incentives, bank managements should encourage their employees through counselling to acquire further qualifications for professional competence. Such additional qualifications will strengthen the knowledge base of the officials and enable them to better absorb any training. There are many such professional qualifications viz. Law, Finance, Management courses, ICWA, ACS, CFA, Computer Applications, etc. which can be acquired either by way of distance learning or through convenient part-time courses.

The Indian Institute of Bankers is now collaborating with the Indira Gandhi National Open University (IGNOU) in conducting an MBA Programme on Banking and Finance through the medium of country-wide study centres. This is

an off-campus professional course made available exclusively for bank staff. As a measure of encouraging professional learning and acquisition of a specialised Post-Graduate Degree in banking and finance, all banks may consider reimbursing the course expenses to those staff who pass the special MBA Degree examination for bankers.

(m) *Should the 'Course Material' of BTC be made available as priced publications?*

BTC presently orients its Study Material to specific Courses. The material is a compilation which often includes select articles and handouts and becomes obsolete soon, requiring frequent revision and updating because of changes taking place. As only publications of lasting value and general information or research material of use to public are sold as priced publications by the Bank, the Committee felt that it might not be advisable to bring out priced study material.

(n) *Other publications of the College:*

The College has been bringing out every Quarter a banking journal in Hindi ("**Banking Chintan-Anuchintan**") and has recently also started a Quarterly 'pull-out' called "**BTC News**". These have been well received.

(o) *Should there be any change in the Methodology of imparting training?*

The present methodology of mixing lectures with case studies and simulations as well as using multi-media presentations is highly suitable for knowledge enrichment and in skill building. The Workshops and Seminars can complete the repertoire of Courses. As more and more courses will be aimed at building newer skills, greater emphasis has to be laid on creating simulated environment

wherever essential. The College can progressively move more and more towards computer based learning.

(p) *Evaluation of Programmes:*

Evaluation of Programmes is presently done on the basis of a formal Feedback Form got completed by the participants at the end of a Programme, which is serving the purpose of Summative Assessment internally in BTC, satisfactorily. Based on such feedback as well as the discussions with the participants in the final session and subsequent consultations among the Programme Directors / Members of Faculty and the Principal, the contents of future Programmes are suitably modified where found necessary.

So far as ensuring a match between a training Programme and on-the-job utility / effectiveness is concerned, the responsibility for nomination based on the criteria prescribed by BTC while announcing the Programmes, is left to the banks. It is presumed that the banks adhere to the nomination prescriptions so that the training effort does not become futile. The BTC cannot have control or responsibility to ensure that training for the nominated officer is need-based and that the officers who undergo the training continue in that relevant area or specialisation. This can be taken care of only by the banks. The BTC can, however, while issuing the announcement letters for Programmes, specifically reiterate the Programme focus, the eligibility criteria and the responsibility of the banks for nominations and for the training being need-based as also regarding the end-use of the training.

In the matter of general utility of Programmes, the views of the user institutions and their suggestions are invited at the time of preparing the Agenda Papers for the College Advisory Council Meeting held every year. This provides a consultative process.

(q) *Whether BTC should cater to organisations other than banks and financial institutions?*

BTC is called upon to provide training to the operational and specialist cadres and to the senior management of a large number of banking and financial institutions. It also conducts Programmes for senior officers of RBI and special Familiarisation Programmes for select cadres of Civil Services of Central Government. The College has a full capacity of four channels and is already functioning optimally. This may not permit the College expanding its activities to meet new demands from institutions other than banks, development financial institutions, RBI and certain Central Government Services.

(r) *Should Regional training centres be established to fill up gaps in training?*

The BTC was started in 1954, i.e. far before nationalisation of banks took place in two spells in 1969 and 1980. In the post-nationalisation years, there has been very large increase in the number of bank branches and with it also the number of officers. The total number of branches of commercial banks in India (excluding RRBs) is more than 50,000 and the total strength of the officer cadres is a little over 2,60,000. The BTC now has an annual training capacity of 2000 plus Officers. No doubt many banks have established their own training colleges to train their officers, but all these facilities may still not be adequate to take care of

the entire training requirements of officers of all banks. [Please see Annexure III (a) to (d)].

Ideally, the long term objective of banks should be to provide each bank officer with at least one training opportunity in the relevant area of work (either internally or through external training agencies), in each Grade or Scale during the career as an Officer spanning 35 years or over. A few banks could come together and set up training institutions at Regional centres. These new training facilities could be commonly owned and run by a group of sponsoring banks. The location of Head Offices of banks may determine the grouping of banks for creating the new training facility and the States that should be covered by such a region.

One of the indicators of the importance attached to training is the amount of allocation made for training in the budget of a bank. In view of the paramount role for training in the development of human resources and efficient workforce, each bank should carry out an exercise of assessing the component of allocation for training in the total establishment expenses and take necessary corrective measures. Organisations that believe in excellence attach special significance to adequate budgetary provisions for training.

## CHAPTER 6

### RECOMMENDATIONS

**6.1** The Committee, pursuant to the review of BTC's current activities and positioning and envisaging the role it has to play in the year 2000 and beyond, sets out the following recommendations:-

**6.2** In the coming years, BTC has to play a substantially upgraded and highly significant role in regard to knowledge management, skill development and creation of general awareness about emerging thrust areas for executives in the banking sector.

(para 3.5)

**6.3** The College in conformity with the envisaged role needs to go through a process of re-engineering of its training delivery system. It should –

- (i) reorganise itself for catering mainly to the senior level functionaries of banks and financial institutions.
- (ii) restructure its programmes focussing more on all the risk management areas in banking.
- (iii) play a vital role in facilitating the transition to an era of technology-mediated financial services and electronic banking.
- (iv) create a renewed awareness amongst banks and financial institutions in the SAARC Region about BTC's role and capabilities in training Professional bankers and the feasibility to extend its facilities to international participants.

**6.4** The regular training programmes and other events such as Seminars and Conferences should relate to knowledge enrichment and inculcation of high quality skills. Further, the Programmes should promote "transfer of learning" from the Classroom to the work place so that the participating professional managers go back and

become proactive in putting the knowledge to use and in suggesting the setting up of suitable systems in their own institutions.

The BTC should play a 'niche' role by organising high level Programmes on subjects which are not normally available or feasible at other Colleges. The College need not conduct programmes which can be provided by banks' own establishments, as banks have developed over the years in-house training arrangements in many areas of general banking. No value addition takes place in BTC persisting with these programmes. [para 5.2 & 5.3(a)]

**6.5** The BTC has been keeping track of new developments in banking policy and making necessary changes in the Calendar of Programmes on an annual basis so as to provide new inputs to be of utility to the user institutions. The Committee recognises the fact that BTC has in the process, discontinued many Programmes that have lost relevance and added new ones based on need. However, the objective for the College should now be to identify the thrust areas and reorient the Programmes keeping in view a horizon of five years, i.e. upto 2005 .

Among the priorities for banks, the need of the hour is to establish new Risk Management systems to take care of several areas of risks associated with banking (particularly in the areas of management of Credit, Forex, Liquidity, Interest Rate and other business operations). Another priority is induction of all round technological capabilities and ushering in of Electronic Banking. BTC should endeavour to provide value added Programmes on Data Communication and Networking, VSAT, Electronic Funds Transfer, Electronic Commerce, Internet Banking, etc. The College should

urgently reorient the Programmes in these two thrust areas suitably. A beginning may be made in this direction commencing from July 1999 i.e. in the new calendar year.

The World's best practices should be covered in a separate session in all the relevant Programmes or built into some of the existing Sessions. (para 2.9 & 5.2)

**6.6** BTC should endeavour to increase the number of Programmes in Financial Engineering. In the years to come, Corporates will be looking into various techniques of balance sheet management including latest financial products. Bankers will be called upon to provide support to their clients by offering a variety of financial solutions or exotic products such as credit and forex derivatives, stock market options, etc. Also Programmes on International Banking, encompassing the international money and capital markets will need to be of high quality and of immense utility to International / Foreign Exchange Departments and to the Officers identified for posting in international centres. [para 5.2, 5.3(a)& 5.3(c)]

**6.7** The existing drill in finalising the Calendar of Programmes and Course contents each year, is time-tested, consultative and user-friendly and may be continued.

(para 4.13)

**6.8** Gradually the College should move towards committing its training facility wholly to the senior management level officers (Scales IV & above in public sector banks and equivalent levels in the private sector and foreign banking segments) and reduce in a phased manner over the next three years, the intake of officers in Scales I, II & III whose training interests should be met by the in-house training colleges/ establishments or the proposed regional training centres to be set up by banks jointly. Before the year 2005,



BTC should become a College for senior bankers in the ranks of CMs / RMs, AGMs, DGMs and GMs. BTC should also provide a regular forum for Executive Directors and Chairmen of banks to come together and share their experiences. More and more Seminars and Conferences of one or two days can be organised for these high level executives.

Although courses on Forex Bourse and Treasury Management, where normally junior level officers get skill training, are being conducted for a number of years, since adequate facilities were not available with banks, BTC should take a conscious decision to move away from these areas as early as possible. These Courses can henceforth be organised by the banks themselves.

[para 5.3(e)]

**6.9** In addition to its own efforts and the expertise and reliable information available with the policy making Departments of RBI, the College can also establish a channel through which banks may share with BTC information about special developments in the market and BTC, in turn, can provide feedback to the banks on aspects requiring training intervention.

**6.10** The College should upgrade its existing physical facilities and support systems substantially. Particularly, there is need to strengthen and improve the infrastructure including the Library Management System, the Computer Lab and the Study materials prepared by the College and move towards a totally computer based learning environment. (para 4.2 & 4.3)

**6.11** The present location of the College at Dadar (West) in Mumbai is ideally suited. In view of the College becoming an institution for senior executives in the near future,

the infrastructural facilities at the hostel have to be greatly improved by converting the existing twin-sharing rooms into single occupancy executive rooms with all amenities and facilities. As there may be time lag in such projects, it is recommended that the existing rooms be upgraded and refurbished on an urgent basis. (para 4.4)

6.12 The BTC has been bringing out a professional journal in Hindi by name **“Banking Chintan-Anuchintan”** and using it as a vehicle to spread knowledge about banking through Hindi medium. The College has also recently brought out an exclusive College-related News Letter called **“BTC News”**. These have been well received and may be published regularly and put on website. [para 5.3(n)]

6.13 As a national and apex level institution for training in banking and finance, the College can support other training establishments in the banking sector by way of providing Visiting Faculty, course materials, designing new Programmes and facilitating replication and internalization of some of BTC's learning events in the banks' 'in-house' training establishments. The BTC may also take a lead in creating conceptual awareness among senior management of banks on the emerging and newer areas. (para 2.8 )

6.14 As regards tie-up with other institutions for the purpose of training, the Committee recommends collaborative efforts and developing tie-up arrangements between BTC and EDI / IMF Institutes at Washington, the Bank of England (CCBS) /DFID London, and some select Central Banks as well as BIS in Switzerland for conducting high level seminars / conferences / programmes in BTC for the senior executives of banks. This has hitherto been sporadic and in limited fields like Bank

Supervision. There should be at least one or two such major events in a year. The College may also consider preparing a panel of international speakers who could be invited to the College, particularly if they are visiting India or the region or wherever relevant, even by specifically inviting them.

6.15 The HRDD of RBI may consider the establishment of an Inter- institutional Co- ordination Group comprising Heads of BTC, CAB, RBSC, NIBM, IDRBT and IGIDR which can meet once or twice a year and

- 1) discuss matters of mutual interest including training strategies, training methodologies and techniques, course design, course contents and problems like replication and overlapping of Programmes,
- 2) consider Faculty support for some specific courses / sessions on a highly selective basis,
- 3) exchange of study material etc.

Some of these aspects had been emphasised by the Cirvante Committee in 1979.

As regards co-ordination with external institutions, like IIMs, ASCI, MDI and a few other leading Management institutes, it will be useful particularly in developing case studies in Finance, Accounting and Management areas and in carrying out special studies of specific sectoral problems and issues. The HRDD may annually organise a meeting of BTC and these institutions.

In the recent years, a senior Professor of IIM (Ahmedabad) has been taken as a Member of the BTC Advisory Council. The availability of such an expert in the Council is a positive advantage for the College and would enrich its functioning. The Director of NIBM has been a Member of the Advisory Council for a few years, now. (para 2.13)

**6.16** BTC on its part should further enhance its visibility and make incessant endeavours to

- (i) top-grade its image as a central training forum for bankers in India,
- (ii) arrange more events for senior bankers at the level of CMDs/EDs/GMs,
- (iii) continue to invite Top Managements of RBI, banks, financial institutions, Professors of IIMs and IITs for sharing their perceptions and perspectives.

[para 5.3(e)]

**6.17** The BTC should attract more international participants, particularly from the countries in SAARC Region and Afro-Asian countries by creating a renewed awareness among the banks and financial institutions in these countries about the capacity and wherewithal of BTC to provide high quality training facilities in modern banking.

**6.18** As BTC has a full action agenda in respect of training of bankers, the Committee feels that the College need not expand its existing home clientele or provide training facilities to officials of organisations other than banks and development financial institutions and some select Central Government Services.

[para 5.3(q)]

**6.19** Multiplier effect of training can be achieved by selectively allocating additional seats specifically to Members of Faculty of user institutions, so that they can be helpful in replicating some of the Programmes in their own bank's training establishments.

[para 5.3(g)]

**6.20** Regarding 'distance-learning', it may not be feasible and desirable to introduce such a system in the existing set up of BTC. However, the feasibility of the College

initiating video-conferencing on seminars of topical interest as well as dissemination of knowledge oriented information through BTC's own website, may be considered.

[para 5.3(k)]

**6.21** The Study Material provided by the College to the trainees should be of high standard. As this material becomes obsolete soon, it requires to be regularly revised and updated. It may not be advisable to price these materials. While preparation of Study Material is primarily the responsibility of the concerned Faculty Member, it is desirable to standardise the material. For this, it would be useful to get the material examined by a Consultant (a knowledgeable retired banker / expert in banking and finance) who has rich practical experience in banking. There is also need to upscale the contents and quality of the material.

[para 5.3(m)]

**6.22** As the Committee has suggested elsewhere that Programmes in BTC should in future be aimed at the senior management cadres of banks, it will be necessary to upgrade the selection of Faculty Members. The incumbents have to be of exceptional merit and quality to prove equal to their new tasks. Besides, the Faculty Members themselves should also be well trained in the relevant areas of specialisation. This can include both training opportunities within the country and international exposure to enlarge their knowledge horizon and to enable them to make their lectures authoritative and with latest inputs. The package of facilities provided to Faculty Members may be reviewed and made more attractive.

The post of Principal should be held by outstanding Executives of the Bank. It should also be made more prestigious, inter alia, by according it the status of a Regional Director of RBI.

[para 5.3(f)]

**6.23** Regarding outsourcing of Faculty, the Committee feels that the present system of inviting experienced bankers, professionals like Chartered Accountants, Merchant Bankers etc as Guest / Resource Faculty is working well and can be continued. In very specialised areas, Faculty Members of exceptional quality can be inducted on deputation basis from other banks for temporary periods of 2 to 3 years.

[para 5.3(f)]

**6.24** Banks and financial institutions should continue to bestow more attention on training. They should also come out with strong training plans both with short term and medium term goals. Each bank should have a senior official at the level of a General Manager giving exclusive attention to training, who should be responsible for successful achievement of training goals, in case this has not already been done as recommended in the Adarkar Committee Report (1967). As more base level Programmes and those on general banking will be discontinued in BTC and will be conducted by banks in their own colleges or in-house facilities, the post of Principal and Members of Faculty should be accorded higher importance. Talented and knowledgeable officers with proven track record should be appointed as Members of Faculty with a good package of facilities (in cases where this is not already so). This will ensure that training in banks becomes effective in content and delivery. (para 2.4 to 2.6)

As part of upgrading the capabilities of training Colleges of banks, it is suggested that officers of commercial banks who are posted as Faculty in their own establishments should also be sufficiently exposed to suitable training so that banks are in a position to replicate in their own training establishments some of BTC Training Programmes needing wider dispersal at the level of banks. [para 5.3(g)]

While BTC prescribes the nomination criteria at the time of announcing Programmes, the responsibility for adherence to the eligibility vests with the banks. BTC cannot be expected to monitor whether the nomination of an officer for training has been determined by the need for training. Similarly, only the banks can make sure that the officers who undergo training continue in the relevant area of specialisation at least for some time. If this regimen is not observed, the training undergone will become counter-productive and prove to be a futile exercise. The BTC while issuing announcement letters for Programmes in future can reiterate the Programme focus, the eligibility criteria and the responsibility of the banks for nominations based on need for training as also about ensuring end-use of training. [para 5.3(p)]

In this context, it is essential to recollect the observation of the Prof. Monappa Committee, that banks should take care that there is a proper fit between the participant profile and the Programme profile. There should also be a match between the training undergone by an officer and his post-training placement so that the benefits arising out of the training may be put to the best use of both the bank and the officer. The proposal made above with regard to the announcement letter will convey the spirit behind the Prof. Monappa Committee's observation. (para 2.14)

**6.25** While it is the primary responsibility of the employer to extend training facilities to his employees, the employee too, on his part, should have the urge, commitment and enthusiasm to develop himself. One of the ways of achieving this is by acquiring additional qualifications so that there is higher professional competence and better absorption of the training imparted.

All banks have incentive schemes for employees passing the Institute of Bankers examinations whose syllabus provides good grounding in basics of banking law and practice, accountancy, foreign exchange, financial management etc. Besides incentive, the banks should assume a pro-active role of encouraging and counselling their employees to acquire such professional qualifications for strengthening the knowledge base and enhancement in professional competence. As stated earlier, such qualified persons will also be enabled to absorb and retain training better.

Also there are many courses in a variety of subjects related to banking and finance offered by leading professional institutes, which can be completed through distance learning or part-time classes. The Indian Institute of Bankers and Indira Gandhi National Open University have now jointly come out with an MBA Programme in banking and Finance exclusively for bank staff. As a measure of encouraging professional learning and acquisition of a specialised Post-Graduate Degree in banking and finance, all banks may consider reimbursing the course expenses to those staff who pass this special MBA degree. [para 5.3(l)]

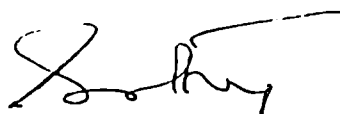
**6.26** Banks should carry out a study to determine the adequacy of training provided to the officers and also about the funds allocated for training in their overall establishment expenses and take necessary corrective measures. [para 5.3(r)]

**6.27** As huge training gaps exist in the banking industry, RBI should encourage banks to come together and establish collaborative training Colleges at regional centres on the



model of certain institutions already existing. The location of Head Offices of banks may determine the grouping of banks for this regional purpose as also the States which should be covered by a region.

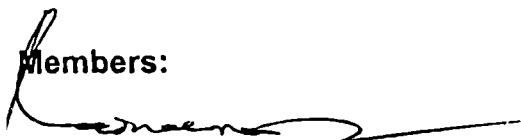
6.28 The Committee also suggests that large commercial banks like State Bank of India should explore the possibility of opening up their training establishments (to the extent of spare capacity or spare channels available) for Officers of other banks in which training facilities are either deficient or where there are no courses in specific areas.



(S. Gurumurthy)  
Chairman

[para 5.3(b) &(p)]


Members:



(Y. Radhakrishnan)



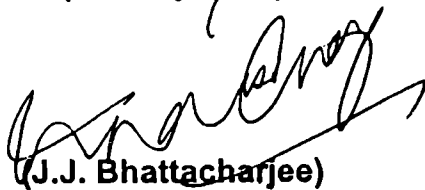
(Ch. Raja Rao)



(B.L. Naik)



(V.H. Ramakrishnan)



(J.J. Bhattacharjee)



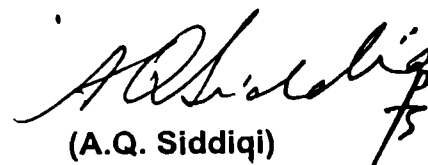
(S.K. Awasthi)



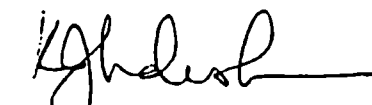
(T.R. Venkataraman)




(P.N. Rattan)



(A.Q. Siddiqi)



(Smt. K.J. Udeshi)



(P.R. Gopala Rao)  
Member Secretary

Mumbai  
May 28, 1999.

## ANNEXURE I

### MEMORANDUM

#### Constitution of a Committee to Review the Activities and Future Direction of Bankers Training College – Vision 2005

The Advisory Council of Bankers Training College (BTC) felt that it is necessary to constitute a Committee to look into the role of BTC in a medium-term perspective and develop its vision with a time-horizon reaching the year 2005.

The composition of the Committee and its terms of reference are as follows

#### Composition

Shri S.Gurumurthy, Executive Director, RBI	Chairman
Shri Y.Radhakrishnan, Dy.Managing Director, SBI	Member
Shri Ch. Raja Rao, ED, Vysya Bank Ltd. @	Member
Shri B.L.Naik, GM, Bank of Baroda	Member
Shri V.H.Ramakrishnan, GM, Bank of India	Member
Shri J.J.Bhattacharjee, GM, Central Bank of India	Member
Shri S.K.Awasthi, GM, Punjab National Bank	Member
Shri T.R.Venkataraman, GM, Indian Overseas Bank	Member
Shri P.N. Rattan, GM, Allahabad Bank	Member
Shri A.Q.Siddiqi, CGM, DBS, RBI	Member
Shri P.R.Gopala Rao, Principal, BTC #	Member
Smt. K.J.Udeshi, CGM, HRDD, RBI	Member

**2. Terms of reference**

- (a) to visualise role of BTC in the context of the other training facilities available to the banking sector and the future needs of the banking sector in the light of the second generation financial sector reforms,
- (b) to review the scope and content of the training facilities provided by BTC against the backdrop of the emerging scenario and make recommendations with regard to redesigning and re-orientation of the programmes,
- (c) to review the relationship that exists between the BTC, The training establishments of banks, NIBM and other Institutions such as ASCI, IIMs, MDI, XLRI etc. and consider the linkages that may be necessary to ensure an effective and viable demand-driven training system for BTC,
- (d) to make any other recommendations for enhancing the role of BTC.

3. The Secretariat of the Committee will be provided by Human Resources Development Department, Reserve Bank of India.

4. The Committee should submit its Report to the undersigned by 30<sup>th</sup> April 1999.

Sd/-  
(J.Capoor)  
Deputy Governor  
Reserve Bank of India  
17.12.1998

---

@ The bank subsequently deputed Shri Ch. Raja Rao in place of  
Shri G. Laxminarayan

# Upto March 24, 1999

## ANNEXURE II

### Setting up of a Committee – “BTC Vision 2005” – Views / Suggestions sought

A letter accompanied by a Questionnaire was addressed to a cross-section of Chairmen of banks, their Executive Directors and HRD Chiefs, Regional Directors of RBI Offices, the Chairman of IBA, Trainers etc. soliciting their views and suggestions on the mission role, performance and Vision of BTC, to be of aid in connection with the Committee's work. A gist of the communication and copy of the Questionnaire is reproduced below.

In the last BTC Advisory Council Meeting, the Chairman (Governor, RBI) had directed that a Committee be set up to consider the role of BTC in the next 5 to 7 years (i.e. with a vision of the year 2005) in the field of training in banking in India and also to take an inventory of the current training facilities with the banking institutions in order to equip the bank officers with the new knowledge and skills required in the fast changing milieu of financial and banking environment. The proposal of setting up such a Committee was in response to the suggestions and views expressed by a number of Chairmen of major public sector banks.

In this context we request you to convey to us in a free format as to your expectations and vision of BTC's exact role in this context. The type of programmes to be conducted, the target group, the type of banks to be invited for the programmes – public/private/foreign banks, the duration and other relevant details as you think fit may kindly be highlighted. Some points for consideration are set out below. ....2

Your thoughts and suggestions would be helpful for the proposed Committee to arrive at a vision and working plan for BTC compatible with the role expectations from the banking industry.

### **Questionnaire**

1. What are the training establishments/facilities existing in your bank to cater to the training needs of your officers?
2. What are the type of Programmes conducted?
3. Which scale of officers form the target group for such Programmes?
4. In what way do you think BTC's Programmes are different from similar Programmes conducted at your/external training establishments?
5. What type of Programmes would you like BTC to conduct?
6. Which category of officers (Junior / Middle / Senior / Higher Managements) do you think BTC should focus on?
7. What in your opinion would be the ideal duration for BTC Programmes?
8. Would you like BTC to be a forum for conducting 2/3 day seminars for deliberations of Top management (GMs/EDs/Chairmen) of commercial banks, on subjects of topical interest?
9. Any other comments or suggestions regarding reorienting the Programmes of BTC, as per your expectations and aspirations.

.....

**ANNEXURE III (a)**

**TRAINING FACILITIES AVAILABLE FOR OFFICERS IN BANKS**

	No. of Trg. Centres	No. of Channels	No. of courses	No. of Members of Faculty	No. of Officers trained in 97-98	Total No. of Officers	Percentage of Officers trained in 97-98	Level of Training (Scale)
PSU Banks	135	220	7463	613	96699	160595	60.21	Upto Scale IV
SBI & Associates	17*	42	1014	144	20623	80510	25.62	Upto Scale IV
Private Sector Banks (old)	23	34	567	66	7656	14772	51.83	Upto Scale IV
Total	175	296	9044	823	124978	255877	48.84	

\*Two of the four Training Colleges of SBI cater to the training needs of Officers in Scale III and above and the other two to all categories of Officers.

Note:- Only 4 Foreign Banks operating in India and 1 Private Sector Bank (new) have training establishments of their own.

**ANNEXURE III (b)****STATISTICS REGARDING TRAINING FACILITIES AVAILABLE IN BANKS - NATIONALISED BANKS**

Bank Name	No. of Trg. Centres	No. of Channels	No. of Courses	Members of Faculty	Total Officers trained in 1997-98	Level of Training (Scale)
Allahabad Bank	6	9	125	29	6183	upto III
Andhra Bank	3	5	65	14	900	upto III
Bank of Baroda	14	24	865	58	11323	upto IV
Bank of India	14	34	606	60	10391	upto III
Bank of Maharashtra	1	3	50	5	1548	upto IV
Canara Bank	13	19	466	87	9146	upto III
Central Bank of India	3	10	560	20	6350	upto III
Corporation Bank	2	3	52	10	1259	upto II
Dena Bank	10	12	81	31	2510	upto II
Indian Bank	13	17	1680	48	6845	upto IV
Indian Overseas Bank	10	7	172	50	4268	upto III
Oriental Bank of Commerce	2	5	128	16	2939	upto IV
Punjab & Sind Bank	3	5	105	8	2274	upto IV
Punjab National Bank	12	20	903	46	9369	upto III
Syndicate Bank	10	14	575	36	5350	upto IV
UCO Bank	5	6	417	21	3437	upto IV
Union Bank of India	8	15	410	40	7756	upto IV
United Bank of India	4	8	120	23	2780	upto III
Vijaya Bank	2	4	83	11	2071	upto III
Total	134	220	7463	613	96699	

**ANNEXURE III (c)**

**STATISTICS REGARDING TRAINING FACILITIES AVAILABLE IN BANKS  
STATE BANK OF INDIA & ASSOCIATES**

Bank Name	No. of Trg. Centres	No. of Channels	No. of Courses	Members of Faculty	Total Officers Trained in 1997-98	Level of Training (Scale)
State Bank of India	4	18	533	63	10446	upto IV
State Bank of Bikaner & Jaipur	1	2	68	8	1825	upto III
State Bank of Hyderabad	3	6		21	2175	Upto III
State Bank of Mysore	2	5	104	13	1655	Upto III
State Bank of Indore	1	3	46	5	948	Upto III
State Bank of Patiala	3	3	53	17	1203	Upto IV
State Bank of Saurashtra	2	2	100	9	1100	all levels
State Bank of Travancore	1	3	60	8	1271	Upto IV
Total	17	42	1014	144	20623	



**ANNEXURE III (d)****STATISTICS REGARDING TRAINING FACILITIES AVAILABE IN BANKS - PRIVATE SECTOR BANKS (OLD)**

Bank Name	No. of Trg. Centres	No. of Channels	No. of Courses	Members of Faculty	Total Officers Trained in 1997-98	Level Of Training (Scale)
Bank of Rajasthan Ltd.	1	2	29	4	845	upto IV
Benares State Bank Ltd.	1	1	5	3	87	upto II
Bharat Overseas Bank Ltd.	1	1	5	1	90	upto III
Bank of Madura Ltd.	1	3	30	2	551	upto IV
Catholic Syrian Bank Ltd	1	1	17	3	312	upto IV
City Union Bank Ltd.	1	1	8	3	145	upto III
Dhanalakshmi Bank Ltd.	1	1	8	1	305	upto III
Federal Bank Ltd.	1	2	42	4	988	upto III
Jammu & Kashmir Bank Ltd.	2	2	18	10	380	upto IV
Karnataka Bank Ltd.	1	2	40	4	535	upto III
Karur Vysya Bank Ltd.	1	3	25	3	492	upto III
Lakshmi Vilas Bank Ltd.	1	3	37	3	491	upto III
Lord Krishna Bank Ltd.	1	1	38	1	101	upto III
Nainital Bank Ltd.	1	1	4	2	50	upto II
Nedungadi Bank Ltd.	2	2	50	4	250	upto II
Sangli Bank Ltd.	1	1	25	2	155	upto III
South Indian Bank Ltd.	1	1	26	3	430	upto IV
Tamil Nadu Mercantile Bank Ltd	1	1	48	3	447	upto IV
United Wesern Bank Ltd.	1	1	35	3	300	upto III
Vysya Bank Ltd.	2	4	100	9	860	upto IV
Total	22	33	567	66	7656	

## ANNEXURE IV

### Statement showing the number and level of participants In BTC

#### Academic Year July 1996 to June 1997

Category	JM I	MM I & II	Scale IV	Sr.Mgmt	Total
SBI & Associates	2	108	38	23	171
Nationalised Banks	83	423	83	53	642
Private Sector banks	43	168	19	23	253
Foreign banks in India	34	99	10	11	154
Financial Institutions	4	39	3	17	63
Total	166	837	153	127	1283
Percentage	12.94	65.24	11.93	9.90	

#### Academic Year July 1997 to June 1998

Category	JM I	MM I & II	Scale IV	Sr.Mgmt	Total
SBI & Associates	14	109	40	37	200
Nationalised Banks	91	374	106	95	666
Private Sector banks	63	138	36	16	253
Foreign banks in India	45	55	7	13	120
Financial Institutions	8	9	50	37	104
Total	221	685	239	198	1343
Percentage	16.46	51.01	17.80	14.74	

#### Academic Half Year July 1998 to December 1998

Category	JM I	MM I & II	Scale IV	Sr.Mgmt	Total
SBI & Associates	6	35	21	11	73
Nationalised Banks	93	195	88	39	415
Private Sector banks	40	70	25	4	139
Foreign banks in India	33	23	3	4	63
Financial Institutions	3	11	0	19	33
Total	175	334	137	77	723
Percentage	24.20	46.20	18.95	10.65	

## **ANNEXURE V**

### **LIST OF PROGRAMMES / SEMINARS**

#### **I. CREDIT DELIVERY**

1. Credit Management
2. Infrastructure Financing (Seminar)
3. Management of Non Performing Assets
4. Project Finance
5. Loan Syndication
6. Credit Management for Trainers
7. Credit Management for Senior Officers
8. Consumer Credit

#### **II. FOREIGN EXCHANGE**

1. Non-Resident Banking
2. Foreign Exchange ( Advanced )
3. Foreign Exchange Bourse
4. Foreign Exchange ( Inspection )
5. Back-up Operations ( Foreign Exchange )
6. Euro - Implications for India ( Seminar )
7. FEMA – Provisions and Implications ( Seminar )

#### **III. INTERNATIONAL BANKING**

International Banking

#### **IV. FINANCIAL ENGINEERING**

Financial Engineering

**V. INFORMATION TECHNOLOGY**

1. Computer Applications
2. Computer Networking and Data Communication
3. Security Controls and Auditing in Computerised Environment
4. The Year 2000 (Y2K) (Seminar)
5. Electronic Banking
6. Use of Hindi through Computers
7. IT Oriented Management Information System

**VI. HUMAN RESOURCE MANAGEMENT**

1. Organisational Effectiveness
2. Faculty Development
3. Human Resource Management
4. Executive Skills Development
5. Reservation (Workshop)
6. Performance Appraisal (Workshop)

**VII. CENTRAL BANKING**

Advanced Central Banking

**VIII. GENERAL BANKING**

1. Asset-Liability Management
2. Regulatory Compliance
3. Bank Frauds
4. Treasury Management
5. Inspection
6. Asset Securitisation ( Seminar)
7. Profit Planning ( Seminar)

**IX. SPECIALISED AREAS**

1. Payment System
2. Monetary Aggregates (Seminar)
3. Functional Hindi
4. RBI's Balance Sheet Management (Seminar)
5. Financial Services
6. Subject of Topical Relevance (Seminar)
7. Bank Risk Management
8. Gold Management (Workshop)
9. Customer Service
10. Corporate Restructuring – Mergers and Acquisitions
11. Corporate Banking
12. Money Laundering (Seminar)
13. Financial Markets – Strategies for Development and Integration (Seminar)
14. Merchant Banking
15. Capital Account Convertibility

**X. SPECIFIC FUNCTIONAL GROUP**

1. Special Programme for CBI Officers
  2. Programme for Zonal/Regional Managers
  3. Programme for Law Officers
  4. Programme for Officers of Indian Statistical Service
  5. Programme for Officers of Indian Economic Service
  6. Nominee Directors on the Boards of Public Sector Banks (Conference)
  7. Additional Directors on the Boards of Private Sector Banks (Conference)
- .....