



CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT, BHUBANESWAR, ODISHA

SCHOOL OF MANAGEMENT

PROGRAMME REPORT

Management Development Programme Capacity Building in BFSI

“Empowering BFSI Professionals with the Knowledge, Skills, and Leadership Mindset to Drive Sustainable Microfinance Growth”

IN COLLABORATION WITH

Annapurna Finance Private Limited

40
PARTICIPANTS

11
STATES

5
DAYS

10
SESSIONS

8.7
RATING / 10

1st June – 5th June 2026

CUTM Campus, Ramachandrapur, P.O. Jatni, Bhubaneswar, Dist. Khorda – 752050, Odisha, India

School of Management (SOM), Centurion University of Technology and Management (CUTM)
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Acknowledgement

We extend our heartfelt gratitude to everyone who contributed to the successful completion of the Five-Day Management Development Programme (MDP) on Capacity Building in BFSI for Annapurna Finance. Our sincere appreciation goes to Prof. (Dr.) Mukti Kanta Mishra, President & Founder of Centurion University of Technology and Management, for his visionary leadership and profound insights on customer retention and self-mastery, which enriched the programme immensely. We also extend our sincere gratitude to Dr. D. N. Rao, Vice President, CUTM, for his valuable guidance, encouragement, and continued support, which contributed significantly to the success of the programme.

We are deeply grateful to Prof. Supriya Pattanaik, Vice Chancellor, CUTM, for her gracious inaugural address and steadfast support.

We express our profound gratitude to Mr. Dibyajyoti Pattanaik, (Director, Annapurna Finance Pvt Ltd., an alumnus of the Entrepreneurship Development Institute of India (EDII), Ahmedabad, and a Harvard-certified professional in Inclusive Finance) for his distinguished leadership and unwavering commitment to capacity building across the microfinance sector.

Our thanks also go to Dr. Sanjay Pattnaik, Chief Operating Officer, Annapurna Finance, and Mr. Asutosh Kumar, Head – Emerging Business, Annapurna Finance, for their strategic collaboration and trust in our institution.

We acknowledge the exceptional contributions of our domain experts: Mr. Jagdish Panda (BFSI Trainer), Prof. Anil Kumar Jonnalagadda (Dean, Extension, Skills and Incubation, CUTM), Mr. Surya Kanta Satapathy (Cluster Manager, Bank of India), Mr. Prasad Routray (Co-Founder, ZYVKA), Mr. Sangram Keshari Sahoo (BFSI Master Trainer), Prof. Sujata Chakravarty (Director – IIC & Academic External Interface), Mr. Arabinda Das (Zonal Head, GTIDS), and Prof. KVD Prakash (Dean, IIE & HRD, CUTM). Their expertise and dedication made the technical sessions highly impactful.

A special acknowledgement to Dr. Sangram Keshari Swain (Dean, Examinations and Dean, Students' Welfare), Dr. Girija Nandini (Associate Dean, SOM, CUTM) and Prof. (Dr.) Pramod Kumar Patjoshi (Associate Dean, SOM, CUTM) of the School of Management for their seamless coordination, introduction of speakers, and overall management of the programme. We also thank Dr. Swetalina Mishra and Dr. Rajani Agrawal and Dr. Jyotirmayee Sahoo for their gracious support and hospitality.

Our sincere appreciation goes to the School of Management (SOM), CUTM, including all faculty members and administrative staff who worked tirelessly behind the scenes. We also extend our gratitude to the student volunteers, hospitality team, transport team, IT and MIS teams, and the MRC team for their unwavering support in ensuring a smooth and enriching experience for all participants.

Lastly, we are thankful to the 40 participants from across 11 states — Unit Managers, Branch Managers, and Unit In-Charges — for their active engagement, which transformed this programme into a vibrant learning community. Their enthusiasm and feedback will guide us in future collaborations. We look forward to many more such impactful partnerships.

Executive Summary

The School of Management (SOM), Centurion University of Technology and Management (CUTM), successfully conducted a five-day Management Development Programme on Capacity Building in BFSI for Annapurna Finance from 1st to 5th June 2026. A total of 40 professionals — Unit Managers, Branch Managers, Senior Branch Managers, and Unit In-Charges — representing 11 states participated in the programme.

Participants	40 professionals
Roles	Unit Managers, Branch Managers, Senior Branch Managers, Unit In-Charges
States Represented	11 — Odisha, Chhattisgarh, Madhya Pradesh, Maharashtra, Uttar Pradesh, West Bengal, Haryana, Himachal Pradesh, Jharkhand, Punjab, Uttarakhand
Key Themes	RBI Guidelines, CER/PAR, AI in BFSI, FinTech, Customer Retention, Leadership, Service Quality, Digital Finance
Learning Methods	Expert lectures, case studies, interactive workshops, campus immersion, group presentations, quiz
Overall Feedback	8.7 / 10 — highly positive on practical content, expert faculty, facilities and hospitality

The initiative was designed to enhance competencies in the Banking, Financial Services, and Insurance (BFSI) sector, with a special focus on microfinance operations. Key areas covered included the latest RBI guidelines for NBFC-MFIs, the Collection Efficiency Ratio (CER), Portfolio at Risk (PAR 30/60/90), recovery planning and credit risk, customer retention strategies for rural and semi-urban markets, AI-powered financial inclusion, digital lending tools, service quality and brand image, performance management, and leadership under pressure. The curriculum blended expert lectures, case studies, and interactive workshops with a campus immersion tour showcasing CUTM's innovation ecosystem (AR/VR lab, drone facility, 3D printing, waste-to-wealth unit, and maritime training centre).

The programme concluded with group action plan presentations on portfolio growth, overdue management, client retention, and branch profitability. The valedictory ceremony recognised outstanding group performance — Group 4 (Branch Profitability Strategy) scored 9/10 — and distributed certificates to all participants. The Joint Secretary, CHSE Odisha, and the leadership of Annapurna Finance commended Centurion University's commitment to skill development and industry-academia collaboration, reinforcing CUTM's dedication to fostering impactful learning experiences that drive sustainable growth in the financial services sector.

Programme Schedule at a Glance

Date	Morning Session (9:30 AM – 1:00 PM)	Afternoon Session (2:00 PM – 5:00 PM)
Day 1 01 Jun 2026	Inauguration Ceremony + Advanced BFSI & Microfinance Updates	Campus Immersion Tour (AR/VR Lab, Drone Facility, 3D Printing, Maritime Centre, Waste-to-Wealth Lab)
Day 2 02 Jun 2026	Collection Management — CER & PAR Analysis	Recovery Planning & Credit Risk Management
Day 3 03 Jun 2026	Customer Retention & Relationship Strengthening (Self-Mastery Philosophy)	Customer Lifecycle Management + Performance Management & Leadership
Day 4 04 Jun 2026	AI-Powered BFSI — Financial Inclusion, Fraud Detection, Customer Service	Digital Finance & FinTech Tools + Service Quality & Brand Image
Day 5 05 Jun 2026	Leadership, Supervision & Team Management — BATA Framework	Group Action Plan Presentations, Quiz Test + Valedictory & Certificate Distribution

Day-by-Day Programme Proceedings

Day 1 — 1st June 2026 · Inauguration & BFSI Foundation

Session 1: Inauguration Ceremony

The programme commenced with a formal inauguration in the presence of distinguished dignitaries. Prof. Supriya Pattanaik, Vice Chancellor, CUTM, delivered the welcome address, emphasising the importance of continuous learning in the evolving BFSI landscape. Dr. Sanjay Pattanaik, COO, Annapurna Finance, highlighted the significance of regulatory compliance and customer-centric service delivery, and Mr. Asutosh Kumar, Head – Emerging Business, Annapurna Finance, outlined the collaborative objectives of the programme. An interactive expectation-sharing session followed, in which participants from diverse geographies shared their professional challenges and learning aspirations.



Dignitaries at the inauguration ceremony



Participants in the opening session



Group photo with CUTM & Annapurna Finance leadership



Campus immersion — Pollinator Paradise visit

Session 2: Advanced BFSI & Microfinance Updates

Resource Person: Mr. Jagdish Panda, BFSI Trainer

This session gave participants a comprehensive understanding of the current regulatory landscape and emerging opportunities in microfinance, covering:

- The latest RBI guidelines for NBFC-MFIs and the Fair Practice Code;
- Recent industry trends and their operational implications for branch-level managers;
- Interactive discussions connecting regulatory frameworks with field-level challenges.

Afternoon: Campus Immersion & Exposure Visit

Participants undertook a comprehensive tour of CUTM's innovation ecosystem, visiting the Maritime Training Centre, AR/VR Laboratory, Sky Rider Drone Training & Innovation Facility, Pollinator Paradise, 3D Printing & Advanced Manufacturing Facility, Waste-to-Wealth Laboratory, Apparel Manufacturing & Skill Development Unit, and Paramedical & Healthcare Training Laboratories. The visit demonstrated CUTM's unique model of integrating education with production, technology, sustainability, and community development. Participants expressed high appreciation for the university's emphasis on experiential learning and industry-oriented training.

Day 2 — 2nd June 2026 · Collection Management & Credit Risk

Session 3: Advanced Collection & Dues Management

Resource Person: Prof. Anil Kumar Jonnalagadda, Dean – Extension, Skills & Incubation

A capacity-building session designed to strengthen understanding of collection management, portfolio quality monitoring, and credit risk mitigation in the microfinance sector.

Key Portfolio Monitoring Metrics:

DPD Category	Risk Assessment
0 Days	Current Account — No Risk
1–30 Days	Early Warning Stage — Immediate Intervention Required
31–60 Days	Confirmed Weakness — Escalation Needed
61–90 Days	High Risk — Priority Recovery Action
Above 90 Days	Serious Delinquency / NPA Risk

Strategic Recommendations:

- Strengthen borrower verification, income assessment, and documentation in credit underwriting;
- Conduct monthly reviews of CER, PAR, and DPD trends, and develop branch-level portfolio dashboards;
- Focus on early-stage (0–30 day) delinquency management to prevent NPA classification;
- Implement structured borrower tracking and enhance field-level monitoring and accountability;
- Exercise additional caution in high-risk, remote, tribal, and border regions;
- Provide continuous training to branch managers and field staff on portfolio monitoring.

Session 4: Recovery Planning & Credit Risk

Resource Person: Mr. Surya Kanta Satapathy, Cluster Manager, Bank of India

This session drew a clear distinction between debt collection and debt recovery and explored structured recovery frameworks for retail asset loans:

- Pre-NPA strategies for accounts in the 0–2 delinquency stage;
- Hard recovery approaches for accounts beyond 90 DPD;
- Post-legal recovery and settlement-based mechanisms with appropriate haircuts;
- Early warning systems — EMI bounce, GST activity decline, salary credit reduction;
- CIBIL verification and high-priority monitoring dashboards.

A practical case study on the turnaround of a Loan Against Property (LAP) account reinforced the importance of early intervention and business revival over enforcement-first approaches.



Session 3: Collection Management & CER/PAR analysis



Session 4: Recovery Planning & Credit Risk



Group photograph — all 40 participants from 11 states

Day 3 — 3rd June 2026 · Customer Retention, Lifecycle & Leadership

Session 5 (Morning): Customer Retention & Self-Mastery

Resource Person: Prof. (Dr.) Mukti Kanta Mishra, President & Founder, CUTM

This session offered an unconventional approach to business management, shifting focus from transactional customer retention to foundational self-mastery, strategic financial leverage, and authentic human connection.

- Pillar I — Self & Mindset: Internal discipline and alignment precede external relationships. Yoga, digital detox, and self-communication build the focus required for authentic leadership.
- Pillar II — Reimagining Relationships: Three layers — the Emotional Barrier (empathetic brand loyalty), the Trust Barrier (absolute reliability), and the Fact Barrier (performance-anchored relationships).
- Pillar III — Financial Strategy: Collateral-free negotiation, with trust and character as the ultimate currency. Case study: a ₹7.5 crore loan secured without collateral through credibility and traction.
- Pillar IV — Business Traction: Real growth requires optimising the internal ecosystem — employer–employee relations, motivated staff, and incremental momentum.

“Forget about customer relationship — relationship with self is more important. If a leader lacks internal alignment, external customer relationships will inherently fail.”

Session 5 (Afternoon): Customer Lifecycle Management

Resource Person: Mr. Prasad Routray, Co-Founder, ZYVKA

Focused on navigating the operational and psychological challenges of BFSI/NBFC operations in rural and semi-urban markets:

- Family Fitment Model — credit evaluation must assess the customer’s entire family situation, economic background, and moral infrastructure;
- 30-Day Hard Recovery Window — delinquent accounts must be resolved within a single month to prevent NPA classification;
- In-House Collection Mandate — collections must be executed strictly by internal staff, never outsourced to third-party agencies;
- Gender Diversity Ecosystem — female presence in JLGs and front-line collection improves repayment rates and softens recovery friction;
- Appreciation vs. Depreciation Model — proactive support and dignity-preserving frameworks outperform punitive approaches;
- Gamification & Reward Systems — physical tokens and household utility rewards incentivise timely repayments;
- Multigenerational Interlocking — build bridges with the next generation to sustain banking relationships beyond the initial loan lifecycle.

Session 6: Performance Management & Leadership

Resource Person: Mr. Sangram Keshari Sahoo, BFSI Master Trainer

- KPI-based performance management in microfinance operations;
- Branch profitability, sustainability measures, and the Cost-to-Income Ratio (CIR);
- Portfolio quality, customer service, accountability, and growth metrics;
- Leadership transformation — from inspector to coach;
- A paper-fold activity demonstrating adaptive leadership and interpretation diversity;
- Field coaching mechanisms and motivational strategies for front-line staff.



Session 5 (afternoon): Customer Lifecycle Management — Mr. Prasad Routray (online)



Session 6: Performance Management & Leadership — Mr. Sangram Keshari Sahoo

Day 4 — 4th June 2026 · AI, FinTech, Service Quality & Brand Image

Session 7: AI-Powered BFSI

Resource Person: Prof. Sujata Chakravarty, Director – IIC & Academic External Interface, CUTM

This session explored the transformative role of Artificial Intelligence in financial inclusion, customer experience, and risk management within the BFSI and microfinance sectors.

- AI for Credit Assessment — analysing alternative data such as mobile transaction patterns, repayment behaviour, savings habits, cash flow, and group lending performance to extend credit to unbanked populations without formal credit history;
- AI in Fraud Detection — real-time detection of unusual transactions, fake KYC documents, suspicious borrower behaviour, and multiple applications using the same biometric or mobile number;
- AI-Powered Customer Service — 24×7 chatbots and voice assistants in regional languages (Odia, Hindi, Telugu) for loan-balance enquiries, financial guidance, and engagement at reduced operational cost.

Core AI capabilities — Predict, Automate, Personalise — were mapped to the branch operating cycle (Acquire → Assess → Disburse → Serve → Monitor → Collect). Practical generative-AI tools, including ChatGPT and Claude, were demonstrated for branch managers' day-to-day operations.



Session 7: AI-Powered BFSI — Prof. Sujata Chakravarty

Session 8 (Morning): Digital Finance & FinTech Tools

Resource Person: Mr. Arabinda Das, Zonal Head, GTIDS

- GanaSeva mobile application — field customer data capture and loan information collection;
- Credit View platform — verification, scrutiny, and approval before final loan disbursement;

- WhatsApp and local digital campaigns for customer outreach, awareness, and lead conversion;
- Cashless transaction systems — advantages, limitations, and transition strategies;
- Data-based lead tracking to identify potential borrowers and improve service delivery;
- Lessons from the Bangladesh microfinance revolution in technology-driven inclusion for rural women;
- The GTIDS–Atyati Technologies collaboration model for rural credit accessibility.



Session 8 (morning): Digital Finance & FinTech Tools — Mr. Arabinda Das



Participants during the FinTech tools demonstration

Session 8 (Afternoon): Service Quality & Brand Image

Resource Person: Mr. Jagdish Panda, BFSI Trainer

Dimension	Definition & Application
Assurance	Knowledge, competence, and credibility of employees in building customer trust and confidence
Tangibles	Physical facilities, infrastructure, equipment, documents, and staff appearance
Empathy	Providing individualised attention and understanding customers' financial circumstances
Responsiveness	Willingness and ability to provide prompt service and resolve issues efficiently

Net Promoter Score (NPS): $NPS = \% \text{ Promoters} - \% \text{ Detractors}$. Above 70% = Excellent; 30–70% = Satisfactory; below 30% = Needs Significant Improvement. Analytical tools covered included the Fishbone Diagram, Service Blueprinting, Pareto Chart, and TQM. The session concluded with a logo and brand-identity analysis of Annapurna Finance, covering sensory branding elements (colour, sound, smell, taste) and their role in building customer loyalty and competitive differentiation.



Session 8 (afternoon): Service Quality & Brand Image — Mr. Jagdish Panda

Day 5 — 5th June 2026 · Leadership Consolidation & Action Plans

Session 9: Leadership, Supervision & Team Management

Resource Person: Prof. KVD Prakash, Dean – IIE & HRD

A rich and reflective exploration of leadership as it applies to the microfinance sector, blending philosophical insight with practical frameworks and real-world case studies.

The BATA Leadership Framework:

Element	Description	Application in Microfinance
B — Believe	Unwavering conviction in the mission	Belief in financial inclusion and team capabilities
A — Attitude	Positive, solution-oriented outlook	Remaining constructive under PAR pressure and client complaints
T — Thought	Clear, structured thinking before action	Avoiding reactive decisions; reflecting before acting
A — Action	Deliberate, consistent execution	Translating beliefs into measurable outcomes

Conflict Resolution — the Venting–Rescue–Realisation–Quiet sequence:

- Venting — allow the aggrieved party to express frustration fully, without interruption;
- Rescue — acknowledge the concern and demonstrate genuine willingness to resolve it;
- Realisation — guide all parties toward a shared understanding of the root cause;
- Quiet — create space for calm, collaborative problem-solving once emotions settle.

“Leadership is not a designation, leadership is not a decision — leadership is inculcated. Whenever you are handling a team, try to narrate a story. A leader is a good storyteller.”

Case Study — Direction vs. Efficiency (Stephen Covey):

The jungle-clearing case study illustrated that operational efficiency without strategic direction is wasted effort. Leaders must periodically ‘climb the tree’ — step back from daily operations to verify whether the team is moving toward the right goal. In microfinance, this means regularly reviewing whether disbursement targets, collection practices, and client-engagement strategies align with the mission of sustainable financial inclusion.



Session 9: Leadership, Supervision & Team Management — Prof. KVD Prakash



Participants engaged in leadership session activities



Interactive group discussions — Day 5 morning

Group Action Plan Presentations & Outcomes

The capstone session on Day 5 required all 40 participants — divided into four groups of ten — to deliver ten-minute strategic presentations on critical BFSI operational themes, followed by facilitator evaluation, peer discussion, a quiz test, and experience sharing.

Group	Topic	Score	Rating
Group 1	Strategy for Portfolio Growth	8/10	Good
Group 2	Strategy for Overdue Portfolio (PAR > 30 Days)	5/10	Average
Group 3	Strategy for Client Retention	6/10	Satisfactory
Group 4	Strategy for Branch Profitability	9/10	Excellent

Group 1 — Portfolio Growth (8/10)

Strong emphasis on training and mentoring new employees as human-capital levers for portfolio expansion, with structured onboarding and senior-to-junior mentoring as central strategies. The facilitator noted the need for measurable disbursement targets and a clearer market-expansion strategy.

Group 2 — Overdue Portfolio, PAR > 30 Days (5/10)

Covered OD client management, rigorous cash-flow-based credit selection, same-day collection practice, and a client-visit register. The presentation lacked depth in PAR ageing analysis, escalation protocols, and incentive structures for collectors achieving OD-clearance targets.

Group 3 — Client Retention (6/10)

A well-rounded framework covering relationship building, timely collection, client education, staff recognition, transparency, and community-level awareness. It needed quantifiable retention metrics, digital engagement strategies, and grievance-redressal mechanisms.

Group 4 — Branch Profitability (9/10)

An outstanding presentation linking PAR recovery, daily and weekly collection-efficiency monitoring, staffing optimisation across high- and low-performing branches, and elimination of idle travel. The facilitator suggested incorporating income-side strategies such as cross-selling and fee-based products.

Branch Health Report Framework:

Parameter	Ideal Target	Warning Level	Critical Level
PAR Status	PAR < 1%	PAR 1–3%	PAR > 3%
Profitability	Positive	Break-even	Loss-making
Client Retention	≥ 95%	85–94%	< 85%
Employee Retention	≥ 90%	75–89%	< 75%



Session 10: Group Action Plan Presentations — facilitator evaluation



Group presentation and peer discussion



Participant sharing field experiences



Best group felicitation — Group 4 (Branch Profitability, 9/10)



Final group photograph

Participant Feedback & Programme Outcomes

Overall Programme Rating	8.7 / 10
Content Relevance	Highly practical and field-applicable — validated by participants
Faculty Quality	Expert domain knowledge; complex concepts made accessible
Campus Facilities	Innovative ecosystem and state-of-the-art infrastructure highly appreciated
Hospitality & Logistics	Seamless execution praised by participants and Annapurna Finance leadership
Key Suggestion	Include more hands-on exercises and follow-up virtual sessions

Key Learning Outcomes Achieved:

- Strengthened understanding of the RBI regulatory framework for NBFC-MFIs and the Fair Practice Code;
- Practical proficiency in CER, DPD, PAR 30/60/90, and Roll Forward/Back analysis;
- Field-applicable recovery planning and early-warning-signal identification skills;
- Customer lifecycle management capabilities for rural and semi-urban BFSI contexts;
- Awareness of AI and FinTech tools for credit assessment, fraud detection, and customer service;
- Service-quality measurement using NPS, Fishbone Diagram, Pareto Chart, and Service Blueprinting;
- Leadership competencies via the BATA framework and a coaching-oriented supervisory approach;
- Strategic thinking demonstrated through the group action plan presentations.

Valedictory Ceremony

The programme concluded with a formal valedictory ceremony, including certificate distribution for all 40 participants, recognition of Group 4 (Branch Profitability Strategy) as the outstanding presenter with a score of 9/10, a vote of thanks by Dr. Swetalina Mishra, and the presentation of tree saplings as eco-friendly mementos to all resource persons.



Arrival of dignitaries for the valedictory function



Audience at the valedictory ceremony



Address at the valedictory function



Closing remarks by university leadership



Certificate and memento presentation to participants



Felicitation of outstanding performers



Group photograph at the valedictory ceremony



Evening gathering — participants and faculty



Closing audience



Final sessions — participant engagement



Peer learning and reflections

Strategic Recommendations for Annapurna Finance

Focus Area	Recommended Action
Portfolio Growth	Pair new-hire training with volume-linked disbursement targets and mentor-tracking systems
PAR > 30 Days Management	Adopt PAR ageing-bucket analysis; trigger escalation protocols for accounts beyond 60 DPD
Client Retention	Implement a structured CRM touchpoint calendar and digitise grievance-redressal mechanisms
Branch Profitability	Link branch P&L visibility to field-staff awareness; introduce cost-per-loan metrics and cross-selling targets
Branch Health Monitoring	Introduce a monthly Branch Health Scorecard reviewed by Area Managers with defined escalation thresholds
Staff Performance	Align incentive structures with PAR recovery, client retention, and collection-efficiency KPIs
AI & Digital Adoption	Phase deployment of AI-based credit tools and regional-language chatbots for rural customer service
Follow-up Learning	Schedule quarterly virtual follow-up sessions to reinforce learning and track field-level implementation

This Management Development Programme exemplifies the power of industry–academia collaboration in building institutional capacity within India’s microfinance sector. CUTM’s School of Management remains committed to delivering impactful, practice-oriented learning experiences that drive sustainable growth in the Banking, Financial Services, and Insurance sector.

Facilitators & Presenters

SL	Name	Designation	Topic(s) Delivered
01	Prof. (Dr.) Mukti Kanta Mishra	President & Founder, CUTM	Customer Retention & Relationship Strengthening
02	Mr. Jagdish Panda	BFSI Trainer	Advanced BFSI & Microfinance Updates; Recent RBI Guidelines for NBFC-MFIs; Regulatory Compliance & Fair Practice Code; Industry Trends in Microfinance
03	Prof. Anil Kumar Jonnalagadda	Dean – Extension, Skills & Incubation, CUTM	Advanced Collection Matrix & Dues Management; Collection Efficiency Ratio (CER); Portfolio at Risk (PAR 30/60/90) Deep Analysis; DPD Classification & Monitoring; Early Warning Signals (EWS)
04	Mr. Suryakanta Satpathy	Cluster Manager, Bank of India	Recovery Planning & Credit Risk; Case Studies on Recovery Turnaround; Risk Mitigation Strategies
05	Mr. Prasad Routray	Co-Founder, ZYVKA	Customer Lifecycle Management; Handling Over-Indebted Customers; Trust Building in Rural & Semi-Urban Markets; Complaint Resolution Framework
06	Mr. Sangram Keshari Sahoo	BFSI Master Trainer	Performance Management & Leadership Skills (KPI-Based Performance Evaluation; Branch Profitability & Cost-to-Income Ratio)
07	Mr. Sangram Keshari Sahoo	BFSI Master Trainer	Performance Management (Leadership & Supervisory Skills; Motivating Field Staff)
08	Prof. Sujata Chakravarty	Director – IIC & Academic External Interface, CUTM	AI-Powered BFSI: Transforming Financial Inclusion, Risk, and Customer Experience
09	Mr. Arabinda Das	Zonal Head, GTIDS	Digital Finance & FinTech Tools; Digital Lending & Mobile-Based Collection; Use of FinTech Tools; WhatsApp & Local Digital Campaigns; Data-Based Lead Tracking
10	Mr. Jagdish Panda	BFSI Trainer	Service Quality; Brand Image & Practical Scenarios; Customer Interaction Practices
11	Prof. KVD Prakash	Dean – IIE & HRD, CUTM	Leadership, Supervision & Team Management (Leadership Styles in Microfinance; Conflict Resolution; Decision-Making Under Pressure)

Participants

40 participants — Unit Managers, Branch Managers (BM), Senior Branch Managers (SBM), and Unit In-Charges — representing 11 states across India.

Sl.	State	Name of the Trainee	Designation	Gender
1	Chhattisgarh	Narendra Kumar Sahu	BM	Male
2	Chhattisgarh	Bharat Lal Patel	SBM	Male
3	Chhattisgarh	Manoj Kumar Pattnaik	SBM	Male
4	Chhattisgarh	Ajay Kumar	BM	Male
5	Chhattisgarh	Govinda Ram	Unit In-Charge	Male
6	Haryana	Vinod Kumar	SBM	Male
7	Himachal Pradesh	Sumit Kumar	BM	Male
8	Jharkhand	Ajit Kumar Tiwari	BM	Male
9	Jharkhand	Rahul Kumar	BM	Male
10	Madhya Pradesh-1	Nageshwar Bobde	BM	Male
11	Madhya Pradesh-1	Vishnu Jaiswal	BM	Male
12	Madhya Pradesh-1	Dhanraj Ahirwar	SBM	Male
13	Madhya Pradesh-1	Shaitan Singh Dayma	BM	Male
14	Madhya Pradesh-2	Sachin Vilas Chanfne	SBM	Male
15	Madhya Pradesh-2	Dhanjit Kumar Roy	BM	Male
16	Maharashtra	Eknath Vajjnath Nirgude	BM	Male
17	Maharashtra	Anil Khushalrao Davhale	BM	Male
18	Maharashtra	Ravindra P. Ghuge	BM	Male
19	Maharashtra	Nayum Najir Shaikh	BM	Male
20	Odisha-1	Prasanna Kumar Behera	Unit In-Charge	Male
21	Odisha-1	Sibaprasad Das	Unit In-Charge	Male
22	Odisha-1	Santosh Palai	Unit In-Charge	Male
23	Odisha-1	Janmejaya Palatasingh	Unit In-Charge	Male
24	Odisha-1	Sanjay Kumar Jena	Unit In-Charge	Male
25	Odisha-2	Ramakanta Nayak	Unit In-Charge	Male
26	Odisha-2	Bimal Selma	Unit In-Charge	Male
27	Odisha-2	Priyaranjan Swain	Unit In-Charge	Male
28	Odisha-2	Akshaya Kumar Mahakud	Unit In-Charge	Male
29	Odisha-2	Amit Kumar Mahapatra	Unit In-Charge	Male

Sl.	State	Name of the Trainee	Designation	Gender
30	Punjab	Gurpreet Singh	BM	Male
31	Uttar Pradesh	Rahul Kumar	SBM	Male
32	Uttar Pradesh	Vijay Kumar Mishra	BM	Male
33	Uttar Pradesh	Krishanpal Singh	BM	Male
34	Uttar Pradesh	Ravi Kumar	BM	Male
35	Uttar Pradesh	Raj Kumar	SBM	Male
36	Uttar Pradesh	Jitendra Kumar Yadav	BM	Male
37	Uttarakhand	Mahadev Madhu	BM	Male
38	West Bengal	Prosenjit Maji	BM	Male
39	West Bengal	Ujjawal Dash	SBM	Male
40	West Bengal	Suraj Saha	SBM	Male

Annexure A — Attendance Sheet

The following attendance sheet documents the signatures of all 40 participants present on Day 1 (1st June 2026, 2:00 PM – 5:00 PM) of the 5-Day MDP, held in Room No. 18, Aryabhata Building, School of Management.

School of Management		
Venue : Room No-18, Aryabhata Building		
Attendance Sheet (Date 01.06.2026)		
5-Day Management Development Program (MDP)		
Capacity Building in BFSI Annapurna Finance		
Sl No	Name of the trainee	Full Signature Time (2PM-5PM)
1	Narendra Kumar Sahu	
2	Bharat Lal Patel	
3	Manoj Kumar Pattnaik	
4	Ajay Kumar	
5	Govinda Ram	
6	Vinod Kumar	
7	Sumit Kumar	
8	Ajit Kumar Tiwari	
9	Rahul Kumar	
10	Nageshwar Bobde	
11	Vishnu Jaiswal	
12	Dhanraj Ahirwar	
13	Shaitan Singh Dayma	
14	Sachin Vilas Chanfne	
15	Dhanjit Kumar Roy	
16	Eknath Vajjnath Nirgude	
17	Anil Khushalrao Davhale	
18	Ravindra P. Ghuge	
19	Nayum Najir Shaikh	
20	Prasanna Kumar Behera	
21	Sibaprasad Das	
22	Santosh Palai	
23	Janmejaya Palatasingh	
24	Sanjay Kumar Jena	
25	Ramakanta Nayak	
26	Bimal Selma	
27	Priyaranjan Swain	
28	Akshaya Kumar Mahakud	
29	Amit Kumar Mahapatra	
30	Gurpreet Singh	
31	Rahul Kumar	
32	Vijay Kumar Mishra	
33	Krishanpal Singh	
34	Ravi Kumar	
35	Raj Kumar	
36	Jitendra Kumar yadav	
37	Mahadev Madhu	
38	Prosenjit Maji	
39	Ujjwal dash UJJWAL DAS	
40	Suraj Saha	

Attendance Sheet — Day 1 (01.06.2026) | Room No. 18, Aryabhata Building

Annexure B — Quiz Test Paper (15 MCQs)

Participants undertook a 15-question multiple-choice quiz (one mark each) covering all key BFSI themes addressed during the programme — RBI guidelines, CER, PAR, DPD, AI in BFSI, NPS, leadership, and service quality — reinforcing conceptual understanding across the five days.

Handwritten name: Shantanu Singh Darym (MP)

Annapurna Finance – BFSI Capacity Building MDP
Management Development Program | 1st-5th June 2026
15 Multiple Choice Questions (1 mark each)

1. Which regulatory body issues guidelines for NBFC-MFIs in India?

- A) SEBI
- B) IRDAI
- C) RBI (Reserve Bank of India)
- D) Ministry of Corporate Affairs

Your Answer: _____

2. The 'Fair Practice Code' for NBFC-MFIs is primarily intended to:

- A) Set interest rate ceilings for corporate loans
- B) Ensure transparent, ethical, and fair dealings with borrowers
- C) Regulate stock market transactions
- D) Define capital adequacy norms for commercial banks

Your Answer: _____

3. Collection Efficiency Ratio (CER) measures:

- A) The ratio of new loans disbursed to total loan applications
- B) The percentage of dues collected against total dues demanded in a period
- C) The ratio of non-performing assets to total assets
- D) The number of collection agents per branch

Your Answer: _____

4. PAR 90 in a microfinance portfolio indicates loans where repayment is overdue by more than:

- A) 9 days
- B) 30 days
- C) 60 days
- D) 90 days

Your Answer: _____

5. Which of the following best describes an 'Advanced Collection Matrix'?

- A) A digital tool to track employee attendance
- B) A structured framework to monitor, categorise, and manage loan repayment behaviour and dues
- C) A matrix used to calculate interest rates
- D) A chart mapping branch locations

Your Answer: _____

6. Early Warning Signals (EWS) in microfinance help institutions to:

- A) Plan new branch openings
- B) Identify borrowers likely to default before they actually miss payments
- C) Calculate monthly loan disbursement targets
- D) Automate digital payment collection

Your Answer: A

7. DPD (Days Past Due) classification is used to:

- A) Measure customer satisfaction scores
- B) Categorise overdue loan accounts based on the number of days the payment is delayed
- C) Track employee performance in field operations
- D) Monitor FinTech tool adoption rates

Your Answer: C

8. Which of the following is a key risk mitigation strategy in microfinance credit risk management?

- A) Disbursing larger loans to defaulters to recover previous dues
- B) Thorough credit appraisal, group lending models, and regular portfolio monitoring
- C) Eliminating all rural lending to reduce risk exposure
- D) Focusing only on urban high-income borrowers

Your Answer: D

9. 'Customer Lifecycle Management' in microfinance covers:

- A) Only the loan disbursement and repayment phase
- B) The entire journey from customer acquisition, onboarding, servicing, retention, to exit
- C) Only complaints and grievance redressal
- D) Managing RBI audit cycles

Your Answer: C

10. Handling over-indebted customers in microfinance requires:

- A) Immediately filing legal cases to recover dues
- B) Assessing repayment capacity, restructuring loans if needed, and providing financial counselling
- C) Blacklisting the customer permanently
- D) Transferring the account to another MFI without consent

Your Answer: D

11. KPI-Based Performance Evaluation in MFI branch management helps to:

- A) Replace field staff with digital tools
- B) Objectively measure and manage employee and branch performance against set targets
- C) Determine loan interest rates
- D) Audit RBI compliance reports

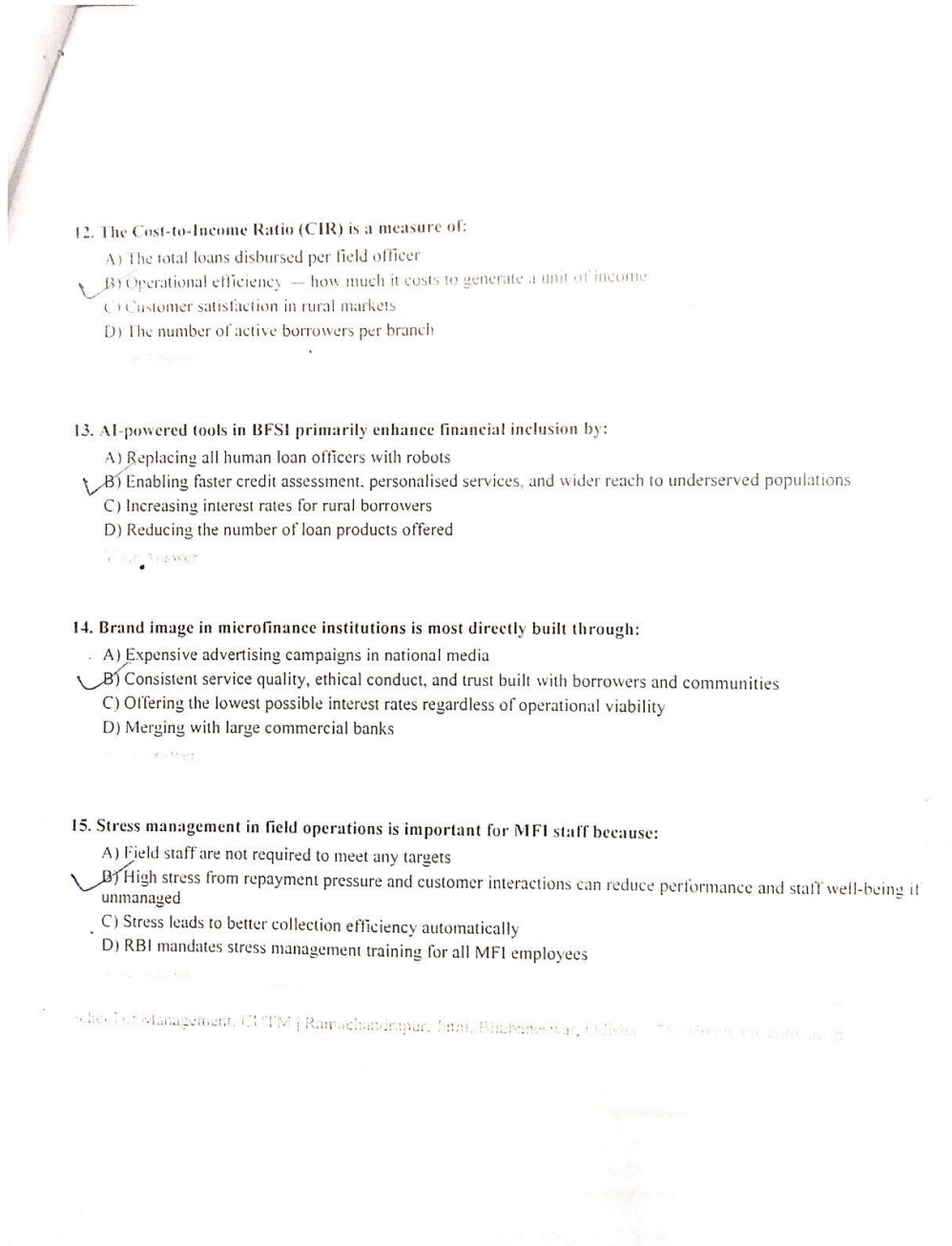
Your Answer: D

Quiz Paper — Page 2 (Questions 6–15)

Annexure C — Participant Reflections & Feedback

The following handwritten reflections capture the personal learning journeys of participants across the five days of the programme.

Reflection 1 — Amit Kumar Mahapatra (Barpali Branch, Sambalpur Zone, Odisha)



Handwritten reflection — Amit Kumar Mahapatra | Barpali Branch, Sambalpur Zone, Odisha

Reflection 2 — Jitendra Kumar Yadav (Zonal Manager, Lucknow)

Name - Anil Kumar Mahapatra
Bazpali Branch
Jambalpur zone (ODISHA State)

3 days expectations:

First of all, I am proud to be an employee of Annapurna Finance Pvt Ltd. which has provided me with this valuable learning opportunity.

On the first day, I learned about advanced BFSI and Microfinance updates, along with recent RBI guidelines for NBFC-MFIs. I also visited the campus, which greatly impressed me and inspired me in my professional journey.

On the second day, I gained knowledge about advanced collection matrix and Dues Management, which enhanced my understanding of effective financial operations and customer management.

The third day was particularly interesting as I had the opportunity to virtually interact with the president of CUTM. The session was highly insightful, and I learnt many valuable lessons that can positively impact both my professional career and day-to-day life.

Overall, this learning experience has been enriched and motivating, helping me develop both professionally and personally.

Handwritten reflection — Jitendra Kumar Yadav | Zonal Manager, Lucknow