IOBOA
THE CRUSADER
November 2026
Relaunch Edition
Vol: 1
REVIVING A LEGACY• RENEWING OUR COMMITMENT
IOBOA'S BI-MONTHLY E-MAGAZINE
THE VOICE OF IOBOA | THE STRENGTH OF UNITY | THE SPIRIT OF SERVICE
UNITED IN PURPOSE | FEARLESS IN VOICE | COMMITTED TO JUSTICE

EDITORIAL

A NEW CHAPTER A RENEWED CRUSADE

"The strength of an organisation lies not merely in the number of its members, but in the courage of its convictions, the clarity of its purpose, and the unity of its people."

Every organisation has a story. Some chapters speak of struggles endured, some of victories achieved, and some of lessons learnt. But the most defining chapters are those that remind us why we began our journey in the first place.

For the Indian Overseas Bank Officers' Association (IOBOA), Crusader is one such story. Once a vibrant platform for expression, information and collective consciousness, this magazine is being revived with a renewed purpose—to reconnect our members, rekindle our collective spirit, and reaffirm the ideals that have sustained our Association through changing times.

This is not merely the return of a magazine. It is the revival of a voice, the renewal of a commitment, and the beginning of a new chapter in our collective journey.

Our Legacy, Our Responsibility

IOBOA was built on the foundations of collective strength, professional dignity and the determination to protect the legitimate rights and interests of officers. Through decades of service, our Association has remained an important platform for representing officers' concerns and striving for a fair, transparent and dignified working environment.

The challenges before us today, however, demand more than the preservation of our legacy. They require us to reinterpret our responsibilities in the light of emerging realities.

The banking sector is undergoing profound changes. Technology is transforming the way we work, performance expectations are intensifying, and questions concerning employment security, working conditions, accountability and the future of public sector banking continue to occupy centre stage. In this environment, the role of a representative organisation becomes even more significant. With the members support, we must remain vigilant without becoming cynical, assertive without becoming divisive, and constructive without compromising our principles. Our strength must be measured by our ability to secure meaningful change.

A New Direction, an Enduring Purpose

The Association's recent organisational developments, including its change in affiliation, mark an important phase in its institutional journey. Every transition brings opportunities as well as responsibilities. What ultimately matters is how effectively we translate organisational decisions into tangible benefits for our members.

Affiliation may shape the framework within which we function, but our identity must continue to be defined by our commitment to our membership. Our priorities must remain clear: safeguarding officers' rights, strengthening collective representation, promoting industrial harmony with dignity, and ensuring that the concerns of every



As an Association, we wish to encourage informed discussion on these issues. We need to understand the economic and policy environment in which our institution operates, examine developments critically, and contribute to conversations that shape our professional future. An informed membership is an empowered membership. Awareness strengthens representation, knowledge improves decision-making, and constructive debate helps an organisation evolve.

member receive due consideration. Our Association must be a space where voices are heard, differences are addressed through dialogue, and decisions are guided by transparency and collective wisdom.

Unity does not mean the absence of differences. It means our ability to rise above them in pursuit of a larger common purpose. Let us therefore move forward with confidence, embracing change while remaining firmly rooted in the principles that define us.

Beyond the Branch: Understanding the Larger Picture

As officers of a public sector bank, our professional responsibilities extend beyond the walls of our branches. The health of our banking system is closely connected with the health of the Indian economy. The debate surrounding the privatisation of public sector banks, the evolving role of public sector financial institutions, and India's growing engagement with multilateral platforms such as BRICS are not distant policy discussions. They have implications for financial inclusion, credit delivery, employment, economic sovereignty and the future direction of banking.

As an Association, we wish to encourage informed discussion on these issues. We need to understand the economic and policy environment in which our institution operates, examine developments critically, and contribute to conversations that shape our professional future. An informed membership is an empowered membership. Awareness strengthens representation, knowledge improves decision-making, and constructive debate helps an organisation evolve.

Crusader will endeavour to serve as a platform for such engagement—bringing together organisational developments, banking and economic perspectives, legal awareness, service matters and the experiences of officers across the country.

Every Member Has a Voice

An organisation becomes truly vibrant when its members are not merely recipients of information but active participants in its growth. With this revival, we invite our members to make Crusader their own.

We look forward to contributions from regional and branch representatives, women officers, members interested in legal and service matters, and colleagues with literary, artistic and creative interests. We also welcome meaningful professional experiences, practical insights, thought-provoking opinions and stories that reflect the human side of banking.

A branch-level experience may offer a valuable lesson to colleagues elsewhere. A well-researched article may help an officer understand a service regulation. A personal reflection may inspire someone facing a professional challenge. A creative contribution may reveal talents that have remained unseen.

Let us make this magazine a true reflection of the diversity, intellect, creativity and commitment of IOBOA's membership. We hope it will become a bridge between the leadership and the membership, between regions and branches, and between our collective past and our aspirations for the future.

The Crusade Continues

The name Crusader carries with it a sense of purpose. It reminds us that meaningful change requires conviction, perseverance and the willingness to stand up for what is right. Our crusade is for dignity at the workplace, fairness in administration, transparency in decision-making, professional excellence and the legitimate interests of our officers. It is also a crusade for a stronger Association—one that listens, learns, adapts and acts with determination.

There will be challenges. There will be differences of opinion. There may be moments when progress appears slow. But an organisation that remains united in purpose, informed in its approach and steadfast in its values can continue to move forward.

As we turn this new page, let us remember that the future of IOBOA is not shaped by a few individuals alone. It is shaped by every member who participates, every representative who speaks up, every colleague who extends a helping hand, and every officer who believes that collective action can make a difference.

Let this revival of Crusader be a renewed pledge to that belief.

Let us read, reflect, contribute and act. Let us question where necessary, support where deserved, and stand together whenever our collective interests demand it.

The journey ahead belongs to all of us.

Welcome back, Crusader!

United in purpose. Unwavering in commitment. Stronger together.

Editorial Team

CRUSADER | IOBOA

BANKING FOR THE NATION: A Question of Public Interest



Banking is not merely a commercial activity; it is a national responsibility. Banks safeguard public savings and drive financial inclusion, rural development and social welfare. Their role in nation-building extends far beyond profitability and shareholder returns.

The proposed strategic sale of IDBI Bank to Fairfax Financial Holdings raises important questions about public interest, national financial sovereignty and the future of Indian banking. The Union Cabinet reportedly approved the transaction on 14 October 2026 for approximately Rs. 52,878 crore, involving the transfer of 30.48% of the Government of India's stake and 30.24% of LIC's stake, thereby transferring control to Fairfax. Such a significant decision warrants comprehensive scrutiny of its long-term implications for the nation, depositors and employees.

Indian Overseas Bank Officers' Association (IOBOA), along with the National Organisation of Bank Officers (NOBO), affiliated with Bharatiya Mazdoor Sangh (BMS), believes that banking reforms must prioritise national interest, economic self-reliance, workers' dignity and social responsibility. The public resources invested in IDBI Bank, its developmental role and employees' contributions deserve due consideration. Equally essential are employment security, established service conditions, collective bargaining rights and fair treatment of the workforce.

Our position is clear: national interest must take precedence over an investor's commercial preferences. Along with NOBO–BMS, we urge the Government to reconsider the proposed strategic sale, ensure comprehensive public-interest scrutiny and consult representative employee organisations before proceeding further.

As bank officers, we are partners in nation-building, entrusted with millions of customers' confidence. India's strategic financial institutions must remain accountable to national interests, the public and the workforce that sustains them. Let us uphold professional integrity, collective responsibility and a banking system that is financially sound, socially committed and aligned with India's aspirations for sustainable development and economic self-reliance.

Banking for the Nation is not merely a slogan; it is a commitment to the people of India

In keeping with NOBO and BMS principles, our approach must reflect responsible trade unionism, constructive engagement, democratic discussion and respect for labour. Organisational strength should enable informed debate on policy, employment and the human and social dimensions of banking reforms.

It is in this spirit that we are reviving Crusader. A vibrant Association needs informed members and meaningful opportunities to exchange knowledge, diverse perspectives and experiences. Through this magazine, we aim to encourage discussion on banking, economic policy, labour relations, service matters and national affairs.

The revival of Crusader also provides an opportunity to strengthen our bond with members. I invite everyone to contribute articles, questions and constructive suggestions, making this publication a platform for shared learning and collective aspirations. Let us remain committed to professional excellence,

Banking for the Nation must remain a conversation about more than ownership. It must also be a conversation about access, accountability, opportunity, and the future we wish to build.

May Crusader continue to illuminate these questions, strengthen our collective awareness, and serve as a platform for responsible dialogue.

With warm greetings and best wishes for the success of this renewed initiative.

With warm greetings
Sri. Raghavendra Shripad Hegde
President - IOBOA

INDIA, BRICS AND THE NEW GLOBAL ECONOMIC ORDER: GROWTH, BANKING AND THE ROAD AHEAD

India's BRICS presidency in 2026 offers an important opportunity to advance economic cooperation, inclusive development and sustainable growth under the theme Building for Resilience, Innovation, Cooperation and Sustainability. BRICS provides emerging economies a platform to strengthen their voice in global economic governance and promote cooperation in trade, infrastructure, technology, energy security and financial connectivity.

Initiatives such as improved access to finance for micro, small and medium enterprises (MSMEs), stronger cross-border payment systems, local-currency financing and an enhanced role for the New Development Bank can deepen economic cooperation. However, the success of BRICS must be measured not merely by declarations but by tangible outcomes—productive investment, employment generation, affordable finance and improved living standards for ordinary citizens, farmers, entrepreneurs and working people.

Banking: The Backbone of National Development

Banks are not merely financial intermediaries; they translate national development priorities into economic opportunities. Agricultural loans support farmers, credit enables small enterprises to grow, educational loans help young people pursue their aspirations, and financial inclusion brings underserved households into the formal economy.

Public-sector banks have historically played a vital role in rural development, priority-sector lending, welfare programmes and support for small businesses, extending banking services beyond commercially attractive markets.

The Economic Survey 2025–26 reported that the gross non-performing asset ratio of scheduled commercial banks had declined to 2.2%, a multi-decade low. This provides a stronger foundation for credit expansion, while underscoring the importance of prudent lending, effective risk management and responsible recovery practices. Yet banking success must be measured not only by profitability and asset quality but also by its contribution to employment, productive enterprise and public welfare.

Technology and the Human Dimension

Digital banking, artificial intelligence, data analytics and automation are transforming financial services. These technologies can improve efficiency, strengthen fraud detection and expand access. However, technological advancement must complement human judgement rather than replace it.

Professional competence, sound discretion and customer relationships remain essential to responsible banking. Digital expansion must therefore be supported by cybersecurity, data protection, responsible lending and safeguards against digital exclusion.

The banking institution of the future must be technologically advanced, financially sound and socially responsive.

Public-Sector Banking: A National Responsibility

The proposed privatisation of IDBI Bank raises important questions concerning ownership, accountability, financial inclusion and the future structure of Indian banking. As banking is closely linked to public savings, monetary policy, agricultural and industrial finance, and access to economic opportunities, such decisions warrant informed public debate.

Public-sector banks possess extensive networks, institutional experience and a reach into underserved communities that constitute valuable national resources. They must remain competitive, professionally managed, technologically capable and financially sustainable. However, reforms must be guided by a careful assessment of long-term public interest.

The fundamental question is whether a proposed reform strengthens India's financial architecture, protects depositor confidence, preserves access to banking services and advances national development priorities. Financial strength and public purpose must reinforce each other, particularly as India seeks a greater role in the emerging global economic order.

The Banking Officer: A Partner in Progress

Behind every banking institution stands its workforce. Officers assess credit, safeguard public deposits, manage risks, ensure compliance and deliver services across the country. Their professional judgement and commitment



Banks are not merely financial intermediaries; they translate national development priorities into economic opportunities. Agricultural loans support farmers, credit enables small enterprises to grow, educational loans help young people pursue their aspirations, and financial inclusion brings underserved households into the formal economy.

are indispensable to financial stability. At the same time, staff shortages, increasing compliance requirements, technological transitions, business targets and prolonged working hours place considerable pressure on officers. Sustainable efficiency cannot depend indefinitely on excessive workloads or personal sacrifice.

A strong banking system requires adequate staffing, continuous professional development, transparent service conditions, fair performance assessment and a dignified working environment. Accountability must be accompanied by fairness, and disciplinary proceedings must respect established procedures and the principles of natural justice.

The interests of employees and institutions are not inherently adversarial. A motivated, professionally supported workforce strengthens institutions, improves customer service and promotes sustainable growth. Protecting officers' legitimate service interests is therefore part of safeguarding the foundations of sound banking.

The Road Ahead: Growth That Reaches Every Indian

India's economic progress requires a balanced focus on expanding productive credit, strengthening financial inclusion, investing in technology and human capital, preserving resilient public-sector banking, deepening international cooperation through platforms such as BRICS, and promoting sustainable development. These priorities are interconnected, as strong institutions drive investment, investment creates opportunities, and inclusive growth ultimately improves livelihoods and national prosperity.

IOBOA: United in Purpose, Committed to Progress

As we prepare to revive IOBOA Crusader, we reaffirm the importance of communication, knowledge-sharing and collective participation. A vibrant association must go beyond addressing immediate challenges. It must promote informed leadership, professional development, legal awareness and constructive discussion on banking, economic policy and employee welfare.

Our engagement with a changing banking environment must be guided by knowledge, unity and responsibility. We must question policies where necessary, offer constructive alternatives, defend legitimate service interests and contribute meaningfully to institutional development.

The revival of Crusader provides an opportunity to bring together the experiences and perspectives of members across branches and regions, strengthening our collective voice and commitment to professional excellence.

As India navigates the changing global economic order, its banking sector will remain a vital instrument of national progress. The road ahead demands resilience amid uncertainty, innovation amid change, cooperation in addressing challenges and sustainability in pursuing growth.

For us as bank officers, the responsibility is clear: to serve with integrity, uphold dignity and fairness, and strengthen institutions that place public confidence at the heart of their mission.

A stronger India requires a stronger economy; a stronger economy requires sound and inclusive banking; and sound banking requires strong institutions, responsible leadership and a respected workforce.

Let us move forward with unity in purpose, clarity in thought and commitment in action.

With warm regards,
General Secretary - IOBOA

Compiled by
Sri. **Deepak Shukla**, VP(C&E), IOBOA

OFFICIATING ALLOWANCE

HIGHER RESPONSIBILITY DESERVES DUE RECOGNITION

Officers are often called upon to shoulder responsibilities of a higher post due to leave, vacancy, transfer, or other administrative requirements. The provision of Officiating Allowance under Regulation 23(VI) recognises such additional responsibility, subject to the prescribed conditions.

Revised Benefit w.e.f. 01.04.2024

An officer who is required to officiate in a post in a higher scale for:

- 4 continuous days or more at a time, OR
- an aggregate of 4 days during a calendar month

Shall be entitled to Officiating Pay @ 15% of the Basic Pay of the officer officiating, payable pro rata for the actual period of officiation.

Who is eligible?

An officer becomes eligible when:

- He/she belongs to a lower grade than the post being officiated in;
- The post is categorised as a higher-grade post under the applicable staffing pattern; and
- The period of officiation is at least 4 continuous days at a time, or an aggregate of 4 days during a calendar month.

The allowance prescribed in the material is 15% of pay, payable pro rata for the period of actual officiation during the calendar month.

- Understanding it through examples

Example 1: MMG Scale II officer officiating as Senior Manager

Where a branch is categorised as a Large Branch and the post of Senior Manager is a higher categorised post, an MMG Scale II officer officiating as Senior Manager will be eligible for Officiating Allowance, subject to fulfilling the minimum-period condition.

Example 2: JMG Scale I officer officiating as First Line Manager

If, according to the staffing pattern of a Large Branch, the First Line Manager's post is categorised above JMG Scale I, a JMG Scale I officer officiating in that position will be eligible.

Example 3: MMG Scale III officer working as Senior Manager

An MMG Scale III officer will not become eligible merely because he/she is asked to work as Senior Manager where that post is not higher than the officer's own grade.

Thus, what matters is not the designation alone, but whether the officer is actually officiating against a categorised higher-scale post.

No telescopic or chain benefit

This is another important aspect of the rule.

Suppose the Chief Manager of a Very Large Branch proceeds on leave and the Senior Manager, Scale III, holds charge as Chief Manager. The Senior Manager may become eligible for Officiating Allowance.

However, this does not automatically create another officiating vacancy below him/her. A Deputy Manager cannot claim Officiating Allowance merely on the ground that the Senior Manager is temporarily officiating as Chief Manager.

What happens when a branch is upgraded?

The rules also deal with situations where the categorisation of a branch changes.

For example, if an MMG Scale II officer is already working as Manager of a Medium Branch and the branch is subsequently upgraded to a category requiring a higher-level Manager, Officiating Allowance does not necessarily become payable immediately from the date of upgradation.

The explanatory provision states that Management has an opportunity to post an appropriately graded Manager. As per rule, where the officer was already at the branch before its upgradation, eligibility arose after one year from the date of upgradation.

On the other hand, where the branch had already been upgraded before the junior-grade Manager was posted to head it, the allowance became payable from the date the junior officer reported and assumed the higher categorised position.

Therefore, if an eligible officer officiates only for part of a month, allowance is not payable for the entire month. It is proportionate to the eligible officiating period.

Treatment for PF and Pension

Another significant benefit is that the Officiating Allowance ranks as pay for the purposes of Provident Fund and Pension.

It does not, however, rank as pay for other purposes under the provision reproduced.

Members should remember

Higher responsibility alone ≠ automatic eligibility.

Before making a claim, ascertain:

1. What is the categorisation of the branch/office?
2. What is the prescribed grade of the post being officiated in?
3. Is that post higher than the officer's substantive grade?
4. Has the officer actually held the higher charge?
5. Has the officer completed 4 continuous days, or an aggregate of 4 days in the calendar month?

If these conditions are satisfied, the officer should examine his/her entitlement to Officiating Allowance under the applicable rules.

A Right Worth Knowing

Officers are frequently required to step up during periods of leave, vacancy and administrative exigency. While accepting such responsibility is part of organisational life, members should equally remain aware of the benefits attached to the higher responsibility they are formally called upon to discharge.



BEST WISHES FOR SECOND INNINGS [SEPT-OCT 2026]

The following members attained superannuation from the services of Indian Overseas Bank during the last two months. We place on record our sincere appreciation for their dedicated service and valuable contributions to the Bank. On this significant milestone, we extend our warmest wishes for a happy, healthy, and fulfilling retired life, blessed with peace, prosperity, and contentment.

Shri. Dwarakanath S, Roll No.35565 DGM, Central Office
Shri. Ravindran G, Roll No.35902, Assistant Manager, Station Road(E), Chrompet
Shri. Gagan Trivedi, Roll No.35902, AGM, Regional Office. Mumbai
Smt. Poornima Pant, Roll No.36279, Chief Manager, Regional Office, NCR Delhi
Shri. Manoj Anand, Roll No.43404, Assistant Manager, Rajouri Garden, Delhi
Shri. Sarangapani D, Roll no.36405, Chief Manager, SAMD,CO

Compiled by
Smt **Jyothi K P**, JGS All India

DISCIPLINARY PROCEEDINGS AND PROPORTIONALITY OF PUNISHMENT

IMPORTANT LESSONS FROM THE SUPREME COURT

1. Can an Employee Be Dismissed and Also Punished by Treating the Entire Suspension Period as Punishment?

Surekha Domaji Bele v. Executive Engineer, Testing Division, MSEDCL

Court: Supreme Court of India

Date: 11 June 2026

Citation: 2026 INSC 639.

The case concerns disciplinary proceedings against an employee with more than two decades of service. The Supreme Court examined several important issues, including the fairness of disciplinary proceedings, subsistence allowance during prolonged suspension, the opportunity to respond to the proposed punishment, and the proportionality of dismissal. The Court set aside the direction treating the suspension period as an additional punishment and held that the dismissal penalty required reconsideration in light of the employee's service record and other relevant circumstances.

Its relevance to bank officers:

Can disciplinary proceedings continue indefinitely while an officer remains under suspension?

What is the importance of subsistence allowance in enabling an officer to defend a case?

Must the disciplinary authority provide a fresh opportunity to respond to a proposed penalty in the circumstances identified by the Court?

How should proportionality of punishment be assessed?

Can the suspension period be treated as an additional punishment alongside dismissal?

These questions are relevant to officers facing disciplinary proceedings in public sector banks.

2. Disciplinary Punishment in Banking: Does Seniority Bring Greater Accountability?

Punjab & Sind Bank v. Raj Kumar

Supreme Court of India | 2 April 2026

Citation: Civil Appeal number 847/2026 [2026 INSC 313]

Cause: Disciplinary proceedings, proportionality of punishment and the higher responsibility of senior officers.

The Supreme Court examined the dismissal of a Senior Manager in disciplinary proceedings involving corruption. The Delhi High Court had modified the punishment to compulsory retirement, but the Supreme Court restored the dismissal.

The Court emphasised that an officer's position and level of responsibility are relevant when assessing misconduct. Equal treatment does not necessarily require identical punishment for employees holding different positions and responsibilities.

Its relevance to bank officers:

How does an officer's designation affect the assessment of misconduct?

Can a court modify a disciplinary penalty merely because another employee received a lesser punishment?

What is the scope of judicial review of disciplinary penalties?

When can punishment be challenged as disproportionate?

(3) Natural Justice in Bank Disciplinary Proceedings: Can an Officer Be Condemned on Unproved Evidence?

Canara Bank v. Prem Latha Uppal

Supreme Court of India | 12th May 2026

Citation: 2026 INSC 478

Cause : Natural justice, reliance on evidence and the limits of judicial interference in disciplinary proceedings.

The dispute concerned disciplinary proceedings against a Senior Manager of Canara Bank. The officer had been found guilty in departmental proceedings and was reverted from Senior Management Grade Scale IV to Middle Management Grade Scale III. The officer challenged the punishment before the High Court. The High Court's Division Bench interfered with the disciplinary decision, including on the ground that the enquiry had relied on statements of co-accused officers who had not been examined as witnesses. The case also involved the interpretation of Regulation



10 of the Canara Bank Officer Employees' (Discipline and Appeal) Regulations, 1976, which concerns common disciplinary proceedings.

Canara Bank challenged the High Court's decision before the Supreme Court.

The Supreme Court examined two distinct legal issues:

1. Judicial review of disciplinary findings

The Court considered the circumstances in which a constitutional court may interfere with the findings of a departmental enquiry. Judicial review is generally limited. However, a court may intervene where findings are unsupported by legal evidence or where the proceedings suffer from a violation of natural justice.

2. Interpretation of Regulation 10

The Court held that the word "may" in Regulation 10 is directory rather than mandatory. It did not accept the High Court's interpretation treating the provision as mandatory.

The appeal was partly allowed to that extent. The Court also directed the Bank to settle the deceased respondent's account in accordance with the judgment within six weeks.

Why is this judgment important for bank officers?

The case raises important questions about the fairness of departmental enquiries.

For example:

Can disciplinary findings stand when material statements are relied upon without the relevant witnesses being examined?

What safeguards must be followed when an officer disputes the evidence against them?

When can a High Court interfere with findings recorded by a disciplinary authority?

How should procedural provisions governing common enquiries be interpreted?

The case is useful for explaining the relationship between disciplinary authority, evidentiary fairness and judicial review. This judgment does not mean that every procedural irregularity invalidates a departmental enquiry. The nature of the defect and its legal consequences must be examined in the particular case.

ADIEU

We express our heartfelt condolences on the unfortunate demise of our following members during the last 2 months.



Korde Bachcho Dhondiram Shegar

Ankali Branch

RO Panjim Goa

We pay our respectful tribute to his dedicated service and sincere contributions to the Bank and the Association. In this moment of grief, we extend our deepest sympathies to his bereaved family and pray for the eternal peace of the departed soul.



BANKING KNOWLEDGE CORNER

To help our members stay updated with evolving developments in the banking industry and enhance their professional knowledge, we present a few questionnaires covering important banking-related topics. We encourage all members to participate and test their understanding while keeping abreast of the latest developments in the banking sector

Which institution is responsible for regulating banks and formulating monetary policy in India?

[A. SEBI B. RBI C. NABARD D.SIDBI]

Whats GDP stands for?

[A. Gross Domestic Product B. General Development plan C. Government Debt policy D. Gross Deposit Percentage]

Which Country holds the BRICS Chairship in 2026?

[A. India B. Brazil C. Russia D China]

Which constitutional Article guarantees the right to form Associations or Unions in India?

[A. Article 14 B. Article 19(1) © C. Article 21 D. Article 32]

Whats the meaning of the maxim Ubi Jus Ibi Remedium?

[A. Justice delayed is justice denied, B. Where there is a right, there is a remedy C. Let the buyer beware D. No one is above the law]

Whats the full form of UPI?

[a. Unified payment interface B. Universal payment Instrument C. United Payments India D. Unified Banking Initiative]

Which institution is primarily provides refinance support for agriculture and rural development in India?

[A. EXIM Bank B. NABARD C. NHB D.IRDAI]

Whats the principal public interest concern when a public sector bank is proposed for privatisation?

[A. Only its share price B.The balance between commercial returns, public accountability, and social banking obligations C. Only branch décor D. Only employee uniforms]

What is a fundamental principle of natural justice in disciplinary proceedings?

[A. Punishment without inquiry B. An opportunity to be heard C. Automatic dismissal D. No disclosure of allegations]

Whats the greatest strength of a trade union or Officers Association?

[A. Individual influence B. Collective duty, participation and representation C. Silence on workplace issues D. Competition among members]

Answer key

1. B; 2.A; 3.A; 4.B; 5-B; 6- A; 7- B; 8- B; 9- B; 10 -B

EVENTS IN FOCUS



POOJA CELEBRATIONS AT IOBOA



Editor: **R. Sreenivas Naick** Associate Editor: **Raghavendra S Hegde** Edited & Published by: **R. Sreenivas Naick**
On behalf of **Indian Overseas Bank Officers' Association (**IOBOA)
Post Box No. 304, 763 Anna Salai, Chennai - 600 002. Email: gs.ioboa@gmail.com Tel: 044-2851 1434