

THE COMMITTEES

C O N T E N T S

Committees - The Concept

Branch Management and Dynamics Committee

Branch Budget & Marketing Committee

Appendix

Note : This manual also serves as a guide for :

1) Management Committee

and

Dynamics Committee

2) Budget & Marketing Committee

at the level of

Regional Office

Head Offices of single country
Subsidiaries and Affiliates

During February 1988, the Committee Structures were rationalised.

Budget and Marketing Committee

Marketing Committee was redesignated as Budget and Marketing Committee with responsibility for both Capability and Business budgets.

Management and Dynamics Committee

These two Committees under new arrangement were combined into one Committee which will hold meeting once a month .

Any separate reference in this booklet to Management Committee and Dynamics Committee now stands for the Management & Dynamics Committee. The Budget & Marketing Committee takes care of all budget, marketing, business related affairs.

COMMITTEES

The Concept

"Meaning of Committee in our idiom is Joint Personality. Joint Personality is joint flow of the streams of energy psyche of various individuals"

(Quotation from the President - 14.11.84)

Real Management concept is based on evolution of "joint personality" of the management. Branch Committees which signify the process of "joint personality" aim to achieve harmony of individual feelings and efforts towards the accomplishment of dominant Group goals. Each of the management functions is an exercise of interfusion, interrelationships and interdependence. People exchange information, views and suggestions for the purpose of achievement of common objectives through direct personal communication, interaction and interfusion. The identity of views and feelings thus achieved then tends to bring agreement on both methods and actions. In the process of inter-action each participant influences the other and in turn they are collectively influenced by other persons and elements in the total situation.

Joint participation helps to bring on various issues a wider range of experience, a greater variety of perception, a more thorough probing of facts and expertise on various aspects of the subject matter.

The "joint personality" of the Branch Committees have a vitality which transcends that of individual members. Stimulation results from interchange and fusion of ideas. Participation in decision making helps people feel more enthusiastic and responsible in accepting and executing it.

The process of Branch Committees enables members to perceive commonality of goals. It is the anticipated satisfaction of sharing the results - it is a supportive relationship in which each feels the genuine common interest in terms of needs, values, aspirations, goals and expectations. It fosters greater creativity and innovativeness. It is a team process in every step of planning - assessing needs, formulating goals, designing

lines of action, carrying out activities and evaluating results. It is also a collaborative process both in policy making and policy execution. There is an open flow of communication - easy access, which is multi directional - up, down and sideways. Feelings are expressed and valued. Every aspect of deliberation takes into account interaction and interface with the total environment.

The essence of the success of the committees is humility and mutual respect of one another's feelings by participants and a desire to integrate. The utility of the system is the continuous interaction of people. Each committee is a self regulating system of its own. The process aids the growth of the Bank through increased exposure of its people to a range of concepts and ideas.

In their highest form, committees are continuously active and in session, though not always in formal session. They meet in action, rather than for making decisions to be acted upon by others.

It is worth remembering that structure is created for establishing relationships between the individuals with the purpose of putting to use their energy for maximum productivity, and not to hamper individual initiative and evolution.

Under the present structure, the following Committees exist at branch level:

I. Management and Dynamics Committee

II. Marketing Committee

The purpose and objectives of these Committees and their basic structure are briefly described hereafter.

For the sake of making the process of interfusion and deliberations at the meetings of these Committees more meaningful and purpose oriented, a set of specimen agenda and minutes relevant to each of them are provided in the Appendix. This may help branches in developing their own framework for specific agenda and the minutes for the meetings.

I. BRANCH MANAGEMENT AND DYNAMICS COMMITTEE

(Management Committee and Dynamics Committee which existed separately have now been merged at Branch level and renamed as Management and Dynamics Committee).

The two subjects of 'Management' and 'Dynamics' should be discussed alternately in the monthly meetings of this Committee. The subject of 'Budget', however, should be discussed at a "special" meeting of the Committee which should be held in the first week of each month.

The scope of the Committee is very wide and within the two subjects of 'Management' and 'Dynamics' it encompasses the practice of Real Management. While discussing operational issues of the Branch and experiencing management concepts in dwelling on issues related to attainment of the organisational objectives it provides stimulus for the growth of individuals. The main purpose of the Committee is to influence, enable, encourage and assist Branch Management to use the Committee as a vehicle for Real Management at the Branch.

The subject of 'Real Management' is intensely dealt with in BCC through a continuous flow of management conferences and Group publications. Most of the BCC Managers and Officers are reasonably conversant with BCC management philosophy and style. From time to time new developments will take place in the process of management and BCC Managers and Officers are expected to remain abreast with such developments and changes.

It is one of the corner stones of BCC management philosophy that largest number of people should be encouraged to participate in the management process and develop management skills.

The primary objectives of the Committee are to:

- Initiate and induct the largest number of staff in the process of Management.
- Ensure the involvement of a maximum number of members in the overall development and operational affairs of the Branch.
- Enable the members of the Committee to realise and practise the law of interdependence, interrelationship, interfusion and evolution, through the proceedings of the Committee: The cosmic laws on which Real Management is based.
- Enable the members of the Committee to forge a joint personality in accordance with the concept of Real Management.
- Arouse the interest of the staff who constitute the Committee in affairs of the Bank, other than just their own specific assignment, i.e. to create their interest in Management, Marketing and the growth and progress of the Institution, as a whole.
- Assist individual members in the growth of their personality through enlarging their area of interest and the operation of the Committee.

The subject of '**Budget**'.

The Budget has become the basis for attaining clarity in future business strategies and results and it now assumes a major function and role of the Committee. It is now the centre piece for shaping and promoting Branch - its productivity, results and organisation. The essence of budget is in the goals, their achievement and on top of and beyond anything else identification of each individual member of the Committee with the Budget and its realisation becoming part of their being.

Real Budget conveys a disciplined and organised effort to provide a measure of quality, quantity, ability and possibility as related to the time. Time frame is not one year, or a quarter or a month, but every moment of it which should crystalise into results. The process signifies a 'living budget', thinking of budget everyday and every second of it doing something which contributes to the process of attainment of objectives. Each member of the Committee is expected to live it. As against 'blind budget' which is a passive process, in a 'living budget' light of reality comes from the brilliance of insight, it is to be seen in the eyes of ones Soul.

The formation of budget is based on realism which relates to the possibilities and the height of desire, aspiration and hope. The Committee is continuously involved in the process of follow-up by becoming the dynamics and soul of budget and owns responsibility for achievement of quarterly goals. The Budget itself becomes the instrument and the scale for both managing the Budget and also measuring results by the Committee.

To assist and complement Branch Management and Dynamics Committee in its effort to achieve the budget, a simple form ('Budget - its Achievement') has been introduced to reflect the monthly progress in relation to the targets. This form has to be completed after the conclusion of each month and discussed in a "special" meeting of the Committee which should be held in the first week of each month. The Agenda of this "special" meeting should exclusively be the subject of Budget and the quality and vitality of efforts for its achievement.

The subject of '**Management**'.

While meeting on the subject of 'Management' the committee should particularly focus on the operational aspects of the Branch.

This is signified in terms of related tasks and objectives for an efficient and effective functioning of the Branch and its objectives.

Management issues concern both the present and the future, both the short term and long term. Management is concerned with decisions for action which aim at results both in the present and the future. The subject also concerns administration - administering and managing to improve what already exists and is already known. This may also require skills to redirect resources from areas of low or diminishing results to areas of high or increasing results.

The Committee is an organ of leadership, direction and decision for enhancing management performance. In discharge of its responsibilities on the management issues, the Committee is concerned with:

1. Specification of objectives - what our business is, what it should be and what it will be. This should be translatable in the action commitments.
2. Providing operational direction on various issues, such as:
 - . Management and quality control of loans and advances and other risk assets
 - . Follow up of audit/inspection reports
 - . Quality of service and general standards of efficiency
 - . Effectiveness of systems and procedures
 - . Manpower management
 - . Image building and standing in the market place.
3. Work assignments, requirements concerning work tools (mechanisation and automation) and other facilities.

The subject of 'Dynamics'.

"Real management is not done by instructing people to do things as we want, or manage as one person to another. The primary function of the management is to create a dynamics in the energy system of the branch, regional office or any other organisational unit and provide a purpose and a direction to this dynamics".

(Quotation from the President)

The word dynamics presupposes a flow, a movement of power and energy. By this definition, every individual, a unit of energy, has a dynamics of its own.

Dynamics is created by the interplay of the dynamics of various individuals, amongst themselves, and with the dynamics of their environment.

Dynamics is created in the process of inter-action and interfusion - in the flow of energy, flow of feelings. In this flow, management injects the purpose and provides a direction to the flow.

The requirement is that the individuals should not act and relate as closed or fixed units of energy but as dynamic units, thus contributing to the creation of bigger dynamics..

In any organisation the process of dynamics can be analysed as under:

- Human unit of energy: Inter-action and interfusion of various elements with their myriad qualities and vitality within the dynamics that a human being is.
- Area of operation or assignment: Inter-action and interfusion between the individual human unit of dynamics and other human units

of dynamics comprising his area of operation or assignment.

- Between one area of operation or assignment and another area of operation and assignment: Inter-action and interfusion between the various human units of dynamics in two or more areas of operation or assignments.
- Between each area of operation and the total organisation: Inter-action between the dynamics of each area of operation and the total dynamics of the organisation (between part and part, part and totality).
- Between the total dynamics of the organisation or the dynamics of a particular unit of the organisation and the dynamics of its environment (market place): Inter-action and interfusion between the dynamics of the organisation and the dynamics of the market place (external environment).

The health and vitality of dynamics is determined by its quality and thrust, which must be greater than the resistance to continue the movement and the momentum towards achievement of organisational purpose. Resistance comes from internal sources as well as external sources. Real Management is counter-acting such resistances and to channel the individual energies for enhancing productivity and achievement of organisational objectives by bringing to bear upon them the power of dynamics and not by putting pressure on them by external means.

The primary responsibility of the Committee would be to ensure that the qualities of the individuals or the groups of individuals are nurtured to such a degree that the flow of their energy produces greater thrust in both strength and quality to achieve the purpose and the goals of the organisational unit.

The Committee is responsible for the orientation of the individuals with the environment and the culture of the organisation, with a view

to providing motivation for everyone to participate in the process of achievement and success.

The essential ingredient of orientation is having an awareness of human potential and existence of possibilities.

Orientation means permeation of the environment of the organisation and its market place in its changing patterns into the individuals and their total integration with the organisation.

The Committee focuses on developing and promoting a sense of possibilities in the individuals and operating units.

While discussing the subject of 'Dynamics', the Committee expects to:

- Create a dynamics in the branch, injecting a purpose in it and providing a direction to it.
- Ensure vitality and quality of the dynamics of the energy system which a branch or a unit of the organisation is.
- Achieve a high degree of orientation of the individuals with the culture, values and purpose of the organisation as well as with the environment of the market place by:
 - . identifying and removing the reasons of the individual disorientation;
 - . creating an environment conducive for the release of individual energy and its direction into positive and productive channels.
- Identify units of energy which are under-utilised or unutilised or ineffective and helping their activation and regeneration.
- Create a high degree of communication between individuals and

various units of the organisation.

- Develop sustained intentionality and commitment for achievement of organisation and units' goals and objectives.
- Encourage process of change and evolution both for self-development of individual and the growth of the organisation units' operation and results.

Structure

Chairman	-	Ex-officio Branch Manager
Secretary	-	To be appointed from among the members on a rotating basis.
Members	-	3 to 8, according to the size of the Branch drawn from the staff showing high managerial potential and capable of contributing effectively by active participation in the business of the Committee, selected in consultation with the respective Regional General Manager/Head of Subsidiary/Affiliate. These members could be rotated on a six monthly basis to provide wider participation in the process.
Quorum	-	3 members.
Decisions	-	By consensus.

Frequency of
Meetings

- On the subject of 'budget', a "special" meeting should be held in the first week of each month. The agenda of this "special" meeting should exclusively be the subject of 'budget' and the quality and vitality of efforts for its achievement.

The subjects of 'management' and 'dynamics' would be separately discussed at alternate monthly meetings. Thus,

- . in one month, the Committee will discuss the subject of 'management' matters pertaining to administration, operation, advances, excellence in service and other affairs of the branch, and
- . in the other month, the Committee will discuss the process of 'dynamics'

Minutes

- Minutes of every meeting must be recorded and copies sent to:

- . Respective Regional General Manager/
Head of Subsidiary/Affiliate, and
- . CSO Executive at the Support Centre.

[The minutes of "special" Budget meeting should accompany the 'Budget - its Achievement' form and be sent latest by seventh of each month].

II. BRANCH MARKETING COMMITTEE

Branch Marketing Committees are an integral part of the 'marketing culture' of the organisation. They play a significant role in the actualisation of energy of each member of the organisation in tangible results and are the provider of medium for pursuing organised marketing efforts, capturing the sense of possibilities, and accelerating the achievement of the goals and objectives. The process not only involves continuous affirmation of the spirit of marketing, but also signifies a programme of constant building and verification of clear vision, intensity of desire and involvement of largest number of BCC family members in attaining the marketing goals.

In the spirit of 'joint personality', Marketing Committees provide the means for all the units of energy of the organisation to function together in a spirit which goes far beyond the nominal growth attained by disoriented and diffused individual efforts. It is only by adopting a spirit of wholehearted commitment of a shared goal that the challenge is met by bringing about a forceful marketing movement in which largest number of members participate intensively and extensively. Branch Marketing Committees aim to apply the best quality of energy and resources for the maximisation of results.

Marketing is reaching out and relating to the market place. Today it refers to the global market place which has penetrated and permeated the boundaries of local market place of each branch and therefore the endeavour on the part of each branch has in a more extensive sense to be for marketing the global products from within the geographical boundaries. Hence, the Branch will perform 'Internal Marketing' (IMP) in Internal Market Place for its own books and 'External Marketing' (EMP) in the geographic location of the Branch for generation of business for other centres of the Group.

To draw focus on overall growth and various segments of market opportunities, challenges have been thrown to the organisation through various campaigns and programmes. The current programmes and priorities are as follows:

Programmes:

- . Sales Force Programme/Client Contact and Relationship Programme
- . E.M.P. - Correspondent Banking, Non Resident Accounts (NRA)/
External and Expatriate Accounts (EA)

Priorities:

- Mass mobilisation of low cost local currency deposits.
- Mobilisation of U.S. Dollar and other convertible currencies deposits at as low a cost as possible.
- Sale of Travellers Cheques.
- Concentrated marketing for the accounts and business of:
 - . Financial Institutions
 - . Domestic Corporations (both Private and Public)
 - . International and Multinational Corporations
 - . Embassies and Diplomatic Missions (cross selling through BCC network)
 - . High networth individuals and affluent professionals
 - . Correspondent Banks
 - . Central Banks
 - . International Agencies (Development Banks, etc.)

- Bulk Business (imports, exports and trade related banking services).

The primary objectives of the Marketing Committee are as follows:

- To help every individual member of the organisation adjust his or her priorities and place Marketing at the top, over and above whatever their assignments are, by devoting at least a part of their daily time on Marketing.
- To interfuse the spirit and skills of Marketing in all individual members by involving as many people as possible, with their spirit, psyche, feelings and instincts in the process of Marketing.

The Marketing Committees should bring about such a positive shift of emphasis and change in the spirit of the members as would transform the whole organisation into a massive Marketing movement.

- To evaluate quality of mix of deposits.
- To identify and expand market place and customer base. In BCC the market place is the vision of marketing person. Create marketing vision in the largest number of BCC family members.
- To strive to have a respectable share of the market in deposit and business.
- While continuing to explore traditional marketing channels, place special emphasis on priority areas.
- Realise, harness and utilise the power of BCC network through interfusion, cooperation and coordination with other units.

The process of Marketing Committees helps in matching the Bank's capabilities with the opportunities in the changing environment. The opportunity provided by the mechanism of the Marketing Committees helps in the process of good strategic thinking, stimulating creativity and development of plans to turn ideas into results. The Marketing Committee leads the way in achieving the objectives of Marketing through:

- Organised and systematic penetration into the market place
- Increasing our market share significantly
- Competing with grace and dignity but persistently, forcefully and aggressively
- Always trying to be creative, innovative and imaginative
- Never ignoring quality
- Marketing manners and methods such as would enhance BCC image and reputation
- Increasing coordination, cooperation, interfusion and exchange of information with all other units of BCC globally and with the Central Marketing Division.

Structure

Chairman	-	Ex officio Branch Manager.
Secretary	-	To be appointed from among the members on a rotating basis.
Members	-	3 to 10, according to the size of the Branch, drawn from the staff who have the flair and enthusiasm for Marketing, selected in consultation with the respective Regional General Manager/Head of Subsidiary/Affiliate. These members could be rotated on a six monthly basis to ensure wider participation in the process.

- Quorum - 3 members.
- Decisions - By consensus
- Frequency of Meetings - At least once in a month.
- Minutes - Minutes of every meeting must be recorded and copies sent to:

- . Respective Regional General Manager/
Head of Subsidiary/Affiliate, and
- . Member concerned of Joint Committee
for Deposit and Profit in CSO.

A P P E N D I X

A. Management and Dynamics Committee

The subject of 'Management & Dynamics'

i. Agenda (a framework for developing
specific Agenda)

ii. Minutes (specimen)

B. Budget and Marketing Committee

i. Agenda (a framework for developing
specific Agenda)

ii. Minutes (specimen)

C. Budget-Its Achievement Form

BRANCH MANAGEMENT AND DYNAMICS COMMITTEE

A G E N D A - I

The subject of 'Management'

A framework for developing a specific Agenda covering issues related to banking and operational management functions.

I. Management of assets, operational procedures and security:

1. Management of advances.
2. Fund management and liquidity.
3. Working systems and procedures.
4. Follow-up and rectification of audit report deficiencies.
5. Communication and reporting relationships with Regional and Central offices.
6. Effectiveness of record-keeping procedures.
7. Requirements and effectiveness of computers and other aids.
8. Delegation of authority.
9. Branch security, insurance and precaution against loss, etc.
10. Etc.

II. Review of client service quality and working environment:

1. Customers service and quality of service staff.
2. Customers complaints.
3. Effectiveness and efficiency of mail disposal.
4. Working environment and premises.
5. Etc.

III. Staff Management:

1. Assessment of staff strength and manpower projection.
2. Branch organisational structure, and job allocation.
3. Key issues of staff administration, personnel records and implementation of terms of service.
4. Training - job rotation, on-the-job training and nominations for in-house training facilities.
5. Performance appraisal and progression planning.
6. Succession planning for key jobs.
7. Issues related to counselling, group discipline and collective behaviour.
8. Etc.

BRANCH MANAGEMENT AND DYNAMICS COMMITTEE
A G E N D A - II

The subject of 'Dynamics'

The Agenda of the Meeting aims to capture and comprehend the Totality in its most dynamic state with a view to channel the individual and collective energies for productivity and achievement of organisational objectives.

Since each item listed is an extensive subject in itself, Branch has to adopt one or more than one specific subject for the Agenda of each meeting, in a manner that ample coverage is provided to a wide range of subjects given hereunder, including other purposeful areas in BCC context, over a period of time.

Subjects, such as:

Exploration of self -

Exploration of the individual and common energy psyche and dynamics which leads us to remain in rythm and tune with the Totality.

Pillars of BCC:

- . Humility
- . Love
- . Hope
- . Faith
- . Courage
- . Compassion

Spirit - its vitality and its quality.

Desire - its health and its quality. The release and flow of desire.

Major Purpose -

- . Submission to God
- . Service to humanity
- . Giving
- . Success

Clarity of Purpose and clean instincts -

Quality and the elements which we should manage for results:

- . Purpose
- . People
- . Planning
- . Priority

- . Possibilities
- . Products
- . Profit - moral and material

Flow and Flux of Energy -

Energy System:

- . The principles of:-
 - interaction
 - interfusion
 - interdependence
 - interrelationships
- . Joint personality

Management of Context and Contents of the Context -

- . Managing the Context.
- . Changing the Context.
- . Creating new Context.
- . Management of Contents (related to purpose, people and environment).

Sense and Vision of Possibilities and ability to produce and realise goals -

- . The 'Art of Possible' - vitality, quality and thrust behind it.
- . Personal commitment and one's sense of possibilities.
- . Building up management capability equal to opportunities and possibilities.

Orientation - Changing and Renewal of each Member -

Their feelings energised by conviction, commitment, sincerity, trust, joy, concern, faith, sensitivity.

Vitality and quality of operation -

Real Management -

- . The principle of evolution
- . The Laws of Nature and Creation:
 - The Concept of Totality and Parts or the Totality Principle
 - The Phenomena of Change or the Flow Principle

- The Relationship of the State of Existence and State of No Existence
- The Truth about the Unity of Moral and Material

Autonomy -

- . Control
- . Accountability

Etc.

BUDGET & MARKETING COMMITTEE

A G E N D A

A framework for developing
specific Agenda covering
areas relating to
Budget & Marketing

1. Review of Deposits : Deposit Profile
 - . Mix of deposits - composition of low cost deposits
 - . Trend
 - . New accounts introduced
 - . Etc.
2. Progress and performance in relation to priority areas of business :
 - . HNWI and professionals
 - . Financial institutions
 - . Domestic corporations
 - . International and multinational corporations
 - . Embassies, airlines and international agencies
 - . Bulk business
 - . Etc.
3. Other business : Foreign Trade, T/Cs, FX etc.
4. Review of Marketing contribution to profit :
 - . Trend- overall profit, interest income and fee earning business
 - . Potential for enhancing income and economising on expenditure
 - . Etc.
5. Profitability & Balance Sheet
6. Market Share*
7. Summary of decisions as to plans and strategies
8. Other Matters, such as :
 - . BCC marketing culture
 - . Response and action on communications received from Regional Office, CSO, etc.
 - . Etc.

* To be a quarterly feature of
the Agenda.

BRANCH:

MANAGER:

COUNTRY:

EXCHANGE RATE: US\$1= (/ /1988) (31/12/1987)

HUMAN RESOURCES

Period	Total Number	International Officers	Local Officers	Clerical	Non-Clerical
1987: December 31					
1988: Previous Month					
Reporting Month					

Amounts in equivalent US\$000s

DEPOSIT PROFILE

Deposit Mix	1987 Dec.31	Mix %	1988 Achievement				1988 Budget			
			Up to Previous Month	Mix %	Up to Reporting Month	Mix %	Quarterly (Up to March/ June/Sept)	Mix %	End Year	Mix %
Total Deposits										
Current										
Call										
Savings										
Term										
Others										
Total No. of A/Cs										
Current										
Call										
Savings										
Term										
Others										

Total deposits placed by other BCC units US\$

Amounts in equivalent US\$000s

EMP

Description	1987	1988 Achievement		1988 Budget	
		Reporting Month	Up to Reporting Month	Quarterly up to March/June/Sept	End Year
*E.A. Deposits					
i of Individuals: Amount					
No. of Accounts					
ii of others: Amount					
No. of Accounts					
*NRA Deposits of Individuals					
Amount					
No. of Accounts					
CBRB					
TC sale through Banks					

*Deposits generated by other BCC units. Applicable to individuals where no individual's name is given.

Description

1987

1988 Achievement

Reporting
MonthUp to Reporting
Month

1988 Budget

Quarterly up to
March/June/Sept

End Year

Total Exports

Total Imports

Total LG's Issued

Total BCC TC Sales

Purchase of:

i TCs

ii Foreign Currency Notes

Credit Cards

i No. of Cards Issued

*ii No. of merchants

*iii Merchant volume

*Where applicable

PROFITABILITY

PROFIT	1987	1988 Achievement		1988 Budget	
		Reporting Month	Up to Reporting Month	Quarterly up to March/June/Sept	End Year
In Local currency					
Equivalent US\$					

INCOME

Amounts in local currency:

Interest Income					
Average Monthly Rate of Interest					
Interest Paid					
Average Monthly Rate of Interest					
Net Interest Income					
Commission					
Profit on Exchange (Net)					
Other Income					
TOTAL					

OPERATING EXPENDITURE

Amounts in local currency:

Personnel Costs					
Occupancy Costs - Branch					
Other Operating Expenses					
†					
TOTAL					

† First three major heads of other operating expenses with sub-headings.

Amounts in equivalent US\$000s

BALANCE SHEET

Description	1987	1988 Achievement		1988 Budget	
		Reporting Month	Up to Reporting Month	Quarterly up to March/June/Sept	End Year
Liabilities:					
Capital/Capital Fund					
Total Deposits					
Due to Banks/NBFI/Aff.					
Others					
Total Liabilities					
Assets:					
Total Advances					
Due to Banks/NBFI/Aff.					
Fixed Assets/Others					
Total Assets:					
Advances/Deposit Ratio					

INTEREST RATES

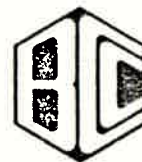
Bank Rate: Max _____ Min _____ Inter-Bank Rates: Max _____ Min _____ Interest Rate on Advances: Max _____ Min _____
 Interest Rates on Deposits: Term: Max _____ Min _____ Savings: _____ Current: _____

COMMENTS ON BUDGET VARIANCES

Brief comments on significant variations from the Budget

PERFORMER OF THE MONTH:

Please detail specific achievements and justification of selection



BUDGET – ITS ACHIEVEMENT

Reflection of your feelings – Reflection of your capability
 Enhancement and enlargement of capability is our major goal

Manager's name and signature

NET - ITS ACHIEVEMENT FOR THE QUARTER ENDED 1988
 To be reviewed every quarter in a special meeting of the Branch Management Committee. Dynamic Commitment

BRANCH: _____ MANAGER: _____

COUNTRY: _____ EXCHANGE RATE: US\$1= (/ /1988) (31/12/1987)

HUMAN RESOURCES

Period	Total Number	International Officers	Local Officers	Clerical	Non-Clerical
1987: December 31					
1988: Previous Month					
Reporting Month					

Amounts in equivalent US\$000s

DEPOSIT PROFILE

Deposit Mix	1987 Dec 31	Mix %	1988 Achievement	1988 Budget		
			Up to Reporting Quarter	Mix %	Up to Reporting Quarter	Mix % • Quarterly Budget 'Achieved' 'NOT Achieved'
Total Deposits						
Current						
Call						
Savings						
Term						
Others						
Total No. of A/Cs						
Current						
Call						
Savings						
Term						
Others						

Total deposits placed by other BCC units US\$ _____

Amounts in equivalent US\$000s

EMP

Description	1987	1988 Achievement	1988 Budget	
		Up to Reporting Quarter	Up to Reporting Quarter	• Quarterly Budget 'Achieved' 'NOT Achieved'
*E.A. Deposits				
i of Individuals: Amount				
No. of Accounts				
ii of others: Amount				
No. of Accounts				
*NRA Deposits of Individuals				
Amount				
No. of Accounts				
CBRB				
TC sale through Banks				

*Deposits generated for other locations Applicable to countries where regulations permit. **State in this Column in full 'Achieved' or 'NOT Achieved' as the case may be

Amounts in equivalent US\$000s

OTHER BUSINESS

Description	1987	1988 Achievement	1988 Budget	
		Up to Reporting Quarter	Up to Reporting Quarter	• Quarterly Budget 'Achieved' 'NOT Achieved'
Total Exports				
Total Imports				
Total LG's Issued				
Total BCC TC Sales				
Purchase of:				
i TCs				
ii Foreign Currency Notes				
Credit Cards				
*i No. of Cards Issued				
*ii No. of merchants				
iii Merchant volume				

*Where applicable

PROFITABILITY

PROFIT	1987	1988 Achievement	1988 Budget	
		Up to Reporting Quarter	Up to Reporting Quarter	• Quarterly Budget 'Achieved' 'NOT Achieved'
In Local currency				
Equivalent US\$				

INCOME

Amounts in local currency:

Interest Income				
Average Quarterly Rate of Interest				
Interest Paid				
Average Quarterly Rate of Interest				
Net Interest Income				
Commission				
Profit on Exchange (Net)				
Other Income				
TOTAL				

OPERATING EXPENDITURE

Amounts in local currency:

Personnel Costs				
Occupancy Costs - Branch				
Other Operating Expenses				
**				
TOTAL				

**List here three major heads of other operating expenses with amounts. *State in this Column in full 'Achieved' or 'NOT Achieved' as the case may be

Amounts in equivalent US\$000s

BALANCE SHEET

Description	1987	1988 Achievement	1988 Budget	
		Up to Reporting Quarter	Up to Reporting Quarter	* Quarterly Budget 'Achieved' 'NOT Achieved'
Liabilities:				
Capital/Capital Fund				
Total Deposits				
Due to Banks/NBFI/Affi.				
Others				
Total Liabilities				
Assets:				
Total Advances				
Due from Banks/NBFI/Affi.				
Fixed Assets/Others				
Total Assets:				
Advances/Deposit Ratio				

INTEREST RATES

Bank Rate: Max _____ Min _____ Inter Bank Rates: Max _____ Min _____ Interest Rate on Advances: Max _____ Min _____
 Interest Rates on Deposits: Term: Max _____ Min _____ Savings: _____ Current: _____

Amount in equivalent US\$000s

MARKET SHARE*

*To be completed by Country Managers only

Description	1986/87 Country figures	1987 - Dec 31 Our Share		1988 - Our Share			
				Previous Quarter		Reporting Quarter	
		Amount	% of Market	Amount	% of Market	Amount	% of Market
Profit							
Deposits							
Exports							
Imports							
T/Cs							

COMMENTS ON BUDGET VARIANCES Enumerate variations in all cases where Quarterly Budget Not Achieved. Use separate sheet of paper if space insufficient.



BUDGET - ITS ACHIEVEMENT

Reflection of your feelings - Reflection of your capability
 Enhancement and enlargement of capability is our major goal

PERFORMER OF THE MONTH/QUARTER Please detail specific achievements and justification of selection

Manager's name and signature

C A P A B I L I T Y B U D G E T

A NEW DIMENSION OF ANNUAL BUDGET

In the evolutionary process of Budgeting it was realised that the reality of Budget depends on two major factors:

- That it must be a *LIVING BUDGET*
- That it is complemented by a '*CAPABILITY BUDGET*' as distinct from the '*Business Budget*'.

LIVING BUDGET

This has been explained in detail from time to time.

By living budget we mean:

- that the budget should emerge both through an organised and scientific process of research and information on available opportunities in the Internal Market Place (*IMP*) and External Market Place (*EMP*)

and

instinctive and intuitive evaluation of available and achievable possibilities in the market place.

- that once the Budget is so made, it should live in our instinct, our consciousness and our being so that all we do and perform should be in the context of the Budget and for the realisation of Budget targets.

'CAPABILITY BUDGET'

There is yet another vital factor and a new dimension in making and achieving the Budget, which had not been highlighted and emphasised so far.

This factor adds a new dimension to 1988 Budget. The factor is what we have decided to call: '*Capability Budget*'

WHY A 'CAPABILITY BUDGET'

The simple truth is that irrespective of what facts and figures a budget is made up of, it cannot produce results other than what the capability of the people (i.e. human resources) of the branch, country, region, subsidiary or affiliate concerned is.

The budget, therefore, should be matched by the capability of people concerned. At the same time, if the budget is bigger than the capability of the people, it will require that their capability be enhanced and enlarged to match the budget.

It was, therefore, considered appropriate that '*Capability Budget*' should be the precursor of '*Business Budget*'.

In 1988 Budget, there would be two parallel and simultaneous processes:

- A. '*CAPABILITY BUDGET*'
- B. '*BUSINESS BUDGET*'

Both processes are inevitably interlinked.

This section deals with the making of '*Capability Budget*'.

WHAT IS CAPABILITY

Capability of an individual or group of individuals comprises of numerous elements. We are, however, at present focusing only on such elements that are relevant and fundamental to the budget process.

Every individual's capability, besides his human qualities on which BCC lays such great emphasis, needs in the present context the following elements:

- Source : The degree and quality that each person has to become.
- the source and origin of objectives, goals and targets
 - the source and origin of finding and providing means for the achievement of such objectives, goals and targets
 - the source of the capability to achieve the objectives, goals and targets
 - a source and origin just as the sun is the source and origin of light and heat
- Organised Being : The degree and quality of each person as an organised being.
- It is only if his being is organised that he would organise things and people around him.
- Marketing and Selling : The desire and will for marketing. Quality of marketing and selling ability, including ability to encash his efforts.
- Ability to identify products, clients and opportunities – organise new efforts, approach, new style and creative ways and means to encash contacts and opportunities.
- Relationships : Ability to relate with and respond to others – members of committees, colleagues and staff within his own unit and in other units at various organisational levels.
- Ability to inter-act with them and through interaction generate creativity.
- Commitment : Quality and degree of commitment to the organisation, goals and objectives, success and achievements.
- Commitment means:
 - the desire and will – its intensity and quality to achieve the goals and objectives
 - the desire and will to change and to become a new being
 - the desire and will to enhance and enlarge his capacity.

WHOSE CAPABILITY SHOULD BE MEASURED, BUDGETED, MANAGED AND ENHANCED

Although it is important for all the members of BCC organisation, but in the first phase, for 1988 Budget, it is proposed to measure, budget, manage and enhance the capability of;

- All Branch Managers (including Country Managers)
- All members of Branch Management, Dynamics and Marketing Committees
- All Heads of Regions, Subsidiaries, Affiliates
- All members of Management, Dynamics and Marketing Committees of Regions, Subsidiaries, Affiliates
- All Heads of CSO Divisions/Support Centres and Members of Divisional Management Committees.

WHO SHOULD MEASURE AND BUDGET THE CAPABILITY

- Self assessment will be made by each individual member of Management, Dynamics and Marketing Committees at Branches, Regional Offices, Head Offices of Subsidiaries and Affiliates and CSO Divisions, on the basis of enclosed 'Capability Budget' form.
- At branches Managers will moderate in consultation with officers concerned the self assessment of the members of Branch Committees and then make out a summary statement on the Capability Budget form of all members. The summary is to be sent to Regional/Head Office along with the Business Budget form, including his own self assessment.
- Support Centres and Heads of Regions, Subsidiaries and Affiliates will moderate in consultation with officers concerned the 'Capability Budget' of Branch Managers, Members of Branch Committees and Regional Office/Head Office Committees.
- 'Capability Budgets' of the following will be submitted to the President for review:
 - Heads of CSO Divisions/Support Centres, Region, Subsidiaries and Affiliates.
 - Members of the Management, Dynamics and Marketing Committee of the Regions, Subsidiaries and Affiliates.
 - Members of the Management Committees of CSO Divisions/Support Centres.

HOW SHOULD THE CAPABILITY BE MEASURED AND BUDGETED

Capability, which comprises of a large number of qualities is an intangible substance. It is power plus quality. It can be felt and experienced. It is the quality and nature of a being. Sometimes, and only partly, it can be measured by tangible results or manifest behaviour. But mostly it is measured by a judgemental assessment, which should be as objective as possible. A being can only be measured by a being.

There is no perfect method to express the measurement of capability in numerical terms.

We have, therefore, devised a measurement of judgemental assessment expressed by points for each element of capability on the following scale:

Very High	10 points
High	8 points
Satisfactory	5 points
Moderate	4 points
Low	2 points
None	0 points

FORMAT OF MEASUREMENT AND BUDGETING OF CAPABILITY

The Capability Budget format is designed

- to include individual names whose capability is being measured and budgeted
- to contain a separate column for each element of capability, subdivided in two parts: In the first part of the column should be stated the present level of capability. In the second part should be stated the budget – the target level to which the capability is to be enhanced and enlarged during the year 1988.

PURPOSE OF THE EXERCISE OF 'CAPABILITY BUDGET'

When you have made the first assessment of present capability and made '*Business Budget*' you should then match the same with the available capability and budget it to match the '*Business Budget*'.

If you judge that the available capability is greater than the '*Business Budget*', then the '*Business Budget*' targets should be increased to match the capability.

On the other hand, if you find that the present level of capability is less than the '*Business Budget*' targets, you should then budget realistically the need for enhancement and enlargement of the present level of available capability.

If you find that you are short of capability quantitatively to match the budget, you should specifically request for new additional capability giving details of the requirements.

SUBMISSION OF 'CAPABILITY BUDGET'

Simultaneously with the '*Business Budget*', you should complete '*Capability Budget*' in the prescribed form.

Other procedures for submission of '*Capability Budget*' will be the same as for '*Business Budget*', which are incorporated in the section relating to '*Business Budget*'.

The '*Capability Budget*' will be submitted together with the '*Business Budget*'.

EMPHASIS

We would once again like to emphasise that '*Capability Budget*' is precursor of Business Budget and the size and quality of all our future budgets will largely depend on the quality of the budgeting process of the '*Capability Budget*'. Performance and achievement of '*Business Budget*' is directly related to and dependent on '*Capability Budget*'. In fact achievement of '*Business Budget*' is a result of the available capability, its present level and its planned enhancement.

Not only that capability should be pre-assessed and budgeted to match the '*Business Budget*' but throughout the year, equal emphasis should be laid on the enlargement and enhancement of capability to the budgeted level. The process of management and achievement of the two budgets will go hand in hand.

The Support Centres have been requested to work jointly with the Heads of the Regions, Subsidiaries and Affiliates in the measurement, budgeting and management of capability and enhancement and enlargement of individual's capability would be one of their primary functions.

It is important to note that the main purpose of the measurement of capability is to manage it, which means enhancing and enlarging the capability of each individual, which is the power and quality of his being in essence.

CAPABILITY BUDGET 1988

COUNTRY_____

UNIT/BRANCH_____

NAME	SOURCE		ORGANISED BEING		MARKETING & SELLING		RELATIONSHIPS		COMMITMENT		OVERALL TOTAL OUT OF 50		DESIGNATION/ FUNCTION/ ASSIGNMENT
	Present	Budget	Present	Budget	Present	Budget	Present	Budget	Present	Budget	Present	Budget	
Members of all Dynamics, Management and Marketing Committees (in the Branches, Regions, Head Offices and CSO Divisions)													



CAPABILITY AND ASSIGNMENT

HEART OF THE MATTER

Examine and identify within your being with **honesty** the need of your being, or the commitment of your being (without confusion and vagueness) to experience the meaning of your assignment and goals on the one hand AND the meaning of **all that you require** to do to justify your assignment and to achieve the goals.

Does your being 'experience' that your capability and the capability of all the people who are working jointly with you in your assignment, is the critical factor and the heart of the matter or not?

Your 'being' has to answer this. Once you answer this, then we should understand the capability budget. Only then will you be able to 'understand' what is your commitment, what is your need and (therefore) what are your priorities.

The need of your being is the mother of all that has been said above.

Assignment has certain goals within the goals, objectives and purpose of the organisation. You are the source of those goals. And your assignment is **all that is required to be done** to achieve those goals. As soon as you address this (**all that is required**) you will have the meaning of this assignment.

As soon as you understand the meaning, the meaning of your need, you will be exasperated at how much has to be done in an organised way. **And** this shall have to be done by **people** and their capability.

If we decide that **capability is at the heart** then the meaning of capability and capability budget will become clear. And also, the **how** to enhance or match the capability with the possibilities will become clear and become the highest priority.

This **HOW** will be a world of meaning of itself.

The difference in assignments is not material. Success in the assignment is material and important.

It has become our habit or second nature to do and deal with what comes to us and we are never in a position to do what we should plan to do (the **how** of goals). We don't even think of that; this is a critical problem. At least we should focus on this.

When I talk of capability, it is not just the source of creativity and productivity. We are also the source of security, preservation, (quality of operations) and image of the organisation.

HIGHEST PRIORITY

- Improvement of Capability (i.e. sum total of all abilities, technical, managerial, human leadership, entrepreneurship etc).
- Improvement of the quality of relationships and the interaction between people.
- Focus on goals, and all that is required to achieve them (most important: **THE HOW**) in an organised way.
- Focus on capability and enhancing/matching the capability to match the possibilities.
- Understanding and experiencing the meaning of your assignment in the context of the above and setting your priorities to reflect this experiencing.



RATING AND ENHANCEMENT OF CAPABILITY

Some rate their capability higher than it is.

How does one rate his capability?

If he rates it by results and performance, the standards may not be high.

If he rates it in comparison with others, then it is a poor yardstick – he may be comparing with low capability people.

Is it possible for them to measure/relate their capability as against the possibility.

Best thing would have been to measure their capability per se – How to do this?

One measurement is measurement on the scale of ego – but it is a blind measurement – subjective measurement.

Vast majority of people are victim of measuring their capability on the scale of ego.

Ego is blind, black, opaque and has no value judgement. People are very cruel to themselves and unjust and unfair to themselves; if they measure their capability on this scale.

Question still remains: how to measure your capability which is capability per se, because that is a truth, reality and objective. How to become objective about yourself?

Objective measurement is possible when the object (capability) can see the object (capability).

How can the object see the object –

It can only experience itself.

Unless your being experiences your being, you cannot measure yourself, and hence your capability.

Process of experiencing your being begins by becoming able to see the being by your feeling – I do not know what my being is – but for sure I have a being.

When I say that for sure there is a being – I have a being – starting from that I do not know what it is – but my realisation that for sure I am a being and my total faith that I am a being encourages and leads me to experience my being.

It is this total assurance to myself, of my being, the being that makes me experience my being.

But I have always believed that this being and the Cosmic Being are also the same substance, the same material, the same quality – one is a drop of energy and the other is an ocean of energy – and my ability i.e. the ability of the drop is to merge with the ocean.

I am the drop constantly merging and becoming one with other drops and the totality of drops – the ocean. And I do not live, I do not work without this drop merging with other drops – merging with totality (the ocean).

This is the essence of management.

Drops are always merging in my case – drops and drops – drops with ocean.

RATING AND ENHANCEMENT OF CAPABILITY

When I merge with you there is no problem – when the drops merge you get such a blissful happiness – it is so beautiful.

When the drops become one – there is no difference that remains. The blissful experience/pleasure comes in the process of merger. This blissful happiness, the process of merger – this is the process what world is, what creativity is. That is what is called living.

Quality of this process of merger is the quality of life and quality of management – in their respective contexts.

You can't attain perfection but it depends on the degree and quality of your experience of your being and being of others.

Suppose you are superb on the measurement of your capability – so make others superior by merging with them.

Totality and Focus

- Everything is to be seen in the context of totality.
- Focus – a sharp, intense and concentrated attention. (Example of convex lens – rays of sun can burn).
Concentrate sharply enough to make the object of focus a point. Same concentration can be focused on totality by enlarging the “being”.

That is the relationship of “being” and totality.

God has given you the power, quality and capability to focus on Him, or to focus on totality in the manner said above. It is not becoming bigger than God. God Himself has given you this power because He wants Himself to be loved or wants you to reciprocate His love for you. How could it be otherwise. After all you are His creation – creation must relate to the Creator (the Totality).

MEANING OF DIMENSION

Literal meaning:

Dimension is the quantitative and qualitative size.

Can you put any limit to qualitative size?

Dimension of your being is the qualitative and quantitative size of your being.

WHAT IS CAPABILITY BUDGET

It is Budgeting of your being – experiencing your goals and objectives the origin of which would be your need to experience and express your real “being”. Develop and identify within your being the need to be a quality person, quality manager, quality banker, quality entrepreneur, quality leader.