Chapter - II

THE STUDY
SIGNIFICANCE OF THE STUDY:

In the Globalised Indian economy all the industries are doing well in the market and Indian banks are also performing well comparatively. In the booming economy and the continuing expansion most of the banks facing challenges to perform well and it clearly brought out by the fact that, contrary to public perception, it is not just the new private sector banks that are doing well. There are few public sector banks are also doing well and got the place in top 10 best performing Indian banks. And its worth mentioning that these public sector banks have performed so admirably in spite of the fact that they operate with many handicaps, such as strong unions and the inability to offer market salaries and incentives and burdened with huge workforce. The secret of success of any company simply depends on how they treat employees and keep them satisfied. For that they have design their human resource process like recruitment, selection, training and development, performance appraisal and other based on employee perspective in order to benefit them. In India the banking industry becoming more competitive than ever, private and public sector banks are competing each other to perform well. The executives of the bank are now in the position to modify their traditional human resources practice in to innovative human resources practices in order to meet the challenges from other competitive banks. This study is aimed to bring out those innovative and best human resource practices developed and found successful that made them more competitive in the present competitive banking environment in the various human resource areas where they want to gain competitive advantage over the rival banks in order to
attract and retain the talents and to differentiate their human resources practice and other services than the competitive banks.

In future, the response of Indian Banks to the Challenges imposed by the changing economic and business environment will mainly depend upon the extent to which they can leverage their intrinsic strength called human resources. The Banking system confronts certain rigidities in this regard. Especially, the large public ownership has operated as a drag on human resources development, particularly in skill development, management change and career planning. A major challenge for many banks will be to develop the special competencies and skills for credit appraisal and risk management in an environment of deregulation and openness. As emphasized by Dr. Bimal Jalan, Governor of Reserve Bank of India, the recommendations of the second Narasimhan Committee could provide useful guidance to banks particularly in recruiting skilled manpower from the open market, including lateral induction of experts and deployment of existing staff in new businesses and activities after suitable training. In this context, the importance of building and reinforcing corporate vision and culture that fosters creativity and recognizes talent and merit cannot be relegated to the behind.

The Human Resource Development department has to play a more proactive role in shaping the employees to flight out the challenges. The banks not only have to make plans and policies and devise strategies, the actual functionaries have to show willingness, competence and effectiveness in executing the said policies and
strategies. In commercial organizations like banks, HRD departments have the advantages of not being excessively burdened with day-to-day problems of running the banks or ensuring profitability of individual transactions. They are in positions to take strategic and long term view of the competitive advantage of the human resources as well as identify areas of professional weaknesses to rectify well before any damage takes place in the organization. Indeed they have the golden opportunity to implement the desired human resources policies to improve and strengthen the organization to withstand the onslaught of fierce competition in future.

Based on this perspective, an attempt has been made to highlight the factors which, if implemented, may lead to substantial transformation of banks to compete in an environment of risks and uncertainty.

REVIEW OF LITERATURE:

Banking is a prime mover in the economic development of a nation and research is so essential to improve its working results. The management without any right policy is like "building a house on sand". It means an effective management always needs a thorough and continuous search into the nature of the reasons for, and the consequences of organisation. In line with this, some related earlier studies conducted by individuals and institutions are reviewed to have an in-depth insight into the problem and exploring the reformation of banking policy. An overall view of a few studies is presented below.
Branch expansion is a thrust for economic development. Sharma said: "The expansion of banking facilities was uneven and lopsided, and banks were concentrating their operations in metropolitan cities and towns. A fairly large number of rural and semi urban centres with reasonable potentialities of growth failed to attract the attention of commercial banks. As far as the deposit mobilization in the rural areas is concerned, much remains to be done."¹

A policy of planned and systematic branch expansion laying stress not only on opening branches in the under-developed and neglected areas but also in the providing additional banking facilities to the growing metropolitan and urban areas to cope with the ever-increasing requirements of trade, industry and commerce is more desirous. Pertaining to the devoid of banking facilities, Gopal Karkal said "Some regions have done well in spreading the banking facilities, while some regions have still very backward. Further, our clients are larger merchants and big industrialists. They approach with their demand for larger loans and advances, and in return give large business. If we transfer our limited resources to small industry, agriculture etc., how can we increase our deposits, advances etc., and how can we survive."²

The commercial banks had made a commendable progress in extending the frontiers of banking both geographically and functionally and, as a result, cover a wider area and much larger segment of population than did it in the pre-nationalization. "The branching activities of banks particularly in the rural areas are unprecedented in the banking sector of India. However, coming to the issue of
dispersion of their lending activities, we witness that the performance of commercial
banks was quite unimpressive and the urban orientation still appears to be
persisting. The credit-deposit ratio of banks in Bombay, Calcutta, Madras and Delhi
cities has remained almost at 100 percent during the period 1969-75.3

Raghupathy said the performance of the banking sector was better, and the
development imperatives of the country call for much more than what has been
achieved. In this context he remarked that "if the objectives are not fully achieved,
the fault does not lie entirely with the bankers. The fault lies in our not being able to
integrate all powerful instruments of development into an effective system."4 "It is
doubtful whether the inter and intra regional imbalances that existed during the pre-
nationalization period have significantly been reduced."5

To ensure the commercial banks should not divert their attention from social
responsibility, it was decided to control the branch network in the urban areas. The
Raj committee set up by the Reserve Bank of India examined, the change in the
tempo and direction of branch expansion needed. "The steps being taken by the
banking sector in respect of branch expansion would still seem to be short of the
requirements covering the whole country."6

V.N. Saxena stated that "Improvement in the systems and procedures of
inspection of stocks, maintenance of stock register is required. Reforms should be
initiated in extension of sponsorship schemes, recovery and consultancy."7
Indian Bank's Association (IBA) conducted an all India survey to rate the customer service provided by all the 27 public sector banks aimed at fostering healthy competitive spirit amongst banks to improve upon their customer service. The objective of this study is to evaluate quality of service as perceived by the customers of public sector banks and identify areas where the banks need to improve for achieving higher levels of customer satisfaction. The study has been a massive one covering about 2500 bank branches and about 85,000 customers (respondents) at the all India level. Sample branches in all categories have been randomly chosen by IBA in proportion to the business/the number of branches in a particular category. In addition to bank rating at regional level and all India level, the survey results will also be used for rating each region on the basis of the customer service of all sample branches of the banks’ operating in the region.8

Balakrishna made an attempt on regional banking disparities. He observed that “disparities cannot be eliminated completely because of differences in topography, population, agricultural development, etc. If commercial banks maintain their tempo in future years also, then these disparities can further be eliminated to a great extent.”9

Subrata Sarkar stated that “Present day corporate customers value efficiency highly rather than old connections and acquaintances. A well equipped and modern bank which functions smoothly and efficiently would be the first choice of a corporate
customer. The bank should create an image of efficiency so as to attract good corporate customers.”  

S. Chandran stated that “Legal action should not be the inevitable last step in the process, branches should be educated to evaluate this option for recovery, like any other option, objectively before launching the same. Building up an information infrastructure at the apex level first and at the lower tiers subsequently should be initiated.” Regarding the branch expansion policy, Satya Sundaram observed that, “there are still wide disparities in spread of banking facilities regionally. The lead bank surveys at the district level have identified a number of unbanked rural centers which have potentials for opening branch office.”

Swamy and Subrahmanyam attempted to focus on “Profitability within Public sector banks. The study made an attempt to set benchmarks for laggards of public sector banks in terms of performance.” Branch rationalisation is more relevant in the context of achieving balanced development; and freedom will be given to the commercial banks in re-locating branches and opening of specialized branches. As per the new policy, “Commercial banks have opened NRI branches, recovery branches, small scale industries branches, professional branches, agricultural finance branches, personal banking branches and so on.”

Das compares performance among public sector banks for three years in the post-reform period, 1992, 1995 and 1998. He finds a certain convergence in
performance. He also notes that while there is a welcome increase in emphasis on non-interest income, banks have tended to show risk-averse behaviour by opting for risk-free investments over risky loans.\textsuperscript{15}

The organizational strains have experienced considerably by the commercial banks in the process of coping with the expansion of volume of business because of their inability to adopt their internal organization to meet the new requirements. Mannur stated that "there was no further need for any policy of branch expansion; and the expansion of branches should be primarily an internally management decision on their assessment of the commercial prospects."\textsuperscript{16}

Banks geographical pervasiveness coupled with the range and depth of service as also virtual monopoly of 'payment mechanism,' makes the commercial banking system, an indispensable medium in every day transactions. In this regard, Joshi, P.V. observed that, "Banks provide the much needed lubricant to keep the wheels of trade and industry moving and therefore, they constitute an important adjunct in the economic development process."\textsuperscript{17}

Jayanti Lal Jain stated, "The credit deposit ratio in Haryana (69 Per cent), Tamilnadu (76 per cent), Andhra Pradesh (71 Per cent) is high. And every bank has some states where credit deposit ratio is very high say 90 per cent and the other States where it may be twenties. Thus, inter-regional imbalances are quite significant in the deployment of resources mobilized by the banks in spite of massive
branch network and multiplicity of banks.\textsuperscript{18} Abhiman Das Stated that "State bank group is more efficient than the nationalised banks. The main source of inefficient was technical in nature, rather than allocative inefficiency in public sector banks is due to under utilisation or wasting of resources rather than incorrect input combination. Public sector banks improved their allocative efficiency significantly in the post liberalisation period."\textsuperscript{19}

"It is of paramount importance for Bankers to learn to look at the various tools for analysing the balance sheets critically and use them as audits of their management capabilities. These progress cards of management highlight strengths and weakness, and point to the tasks ahead. Managers and others who look on these documents as of no particular consequence will do so at their own peril."\textsuperscript{20}

N.K. Thingalaya said "One major change observed in recent years is the process of de-regulation of the interest rate structure by the Reserve Bank of India. This is certainly a welcome step in improving the competitive efficiency of banks."\textsuperscript{21} In the words of P.B. Kulkarni, "Nationalisation of banks in 1969, no doubt produced a number of desired results but it also created a number of weaknesses and problem's for the banks and within the system as a whole. They are: (i) deterioration in customer service (ii) development of a culture to please people who mattered for one's career (iii) publishing of 'no fair view' balance sheets to avoid the stigma of showing losses and (iv) lack of transparency in overall operations."\textsuperscript{22} While referring
to the banking sector, Tapora, S.S., with great foresight said that “Nationalisation is not the best means of achieving a national institution.”

The assessment of public sector commercial banks in retrospect reveals that they have made impressive progress in terms of deposits mobilization, credit dispensation, lending to deprived social segments, geographical expansion, functional reach and diversification. According to Rajendra Kumar Jain, “The Government must get down to planning a phased programme to remove the burden of non-performing assets from the banking sector. This would not only increase the liquidity of the banks but will also result in a more effective, albeit, slightly, costlier, credit delivery system to the priority sector.”

With the economic liberalization and imminent globalisation, the problem of non-performing assets will assume complex dimension. Describing India as one of the least globalised and lower recipient of capital, Jalan, Governor of Reserve Bank of India said “More reforms were needed internally for integration with world economy.”

K.S. Krishnaswamy, Chairman of the Working Group appointed by Reserve Bank of India in his report on the ‘Role of Banks in Priority Sector Lending and the 20-Point Economic Programme’ has suggested modifications in the definition of priority sector lending. It also recommended that the private sector commercial
banks should actively participate in extending assistance under the priority sector and the 20 Point Economic Programme.\textsuperscript{26}

In a study on myth of viability of rural branches, it is argued that "there is nothing inherently non-viable about banking in rural areas. Inadequate management competence in individual bank is a major cause of the non-viability of rural branches of many public sector banks."\textsuperscript{27} The biggest ever-challenge that the banking industry now faces is the phenomenon non-performing assets. But, there is nothing to lose hope about it. The Great Saint Poet Tiruvalluvar said, "thou can conquer even the whole world if thou choose the proper time and the proper objectives." Therefore, the banking industry and financial institutions, should act in concert with the unity of motive and chalk out strategy. If this is done, the banking industry could add one more feather to its cap for having successfully tackled the perilous phenomenon of non performing assets.\textsuperscript{28}

The overdue or bad loan is not confined to any particular sector or purpose or class of borrowers. However, it is the big borrowers who contribute much to the product of bad loans. According to figures culled from data released by the Reserve Bank of India, Commerce and Industry account for around 70 per cent of the total non-performing assets of the banking system. A review of the individual non-performing assets of over Rs.50 crores shows that it is the big corporates, who are closely associated with the major chambers of commerce, are to be blamed the most. The recovery of big loans continued to be a problem despite the 'fairly liberal'
loan settlement scheme was announced by the Government by Central Bank."  

S. Tarapore said "The second generation reforms should be implemented without any delay so as to energise the system."  

R. Nambirajan, in his study compared gross and net Non Performing Assets of all Public sector banks from 1998 to 2000 and could find marginal increase. The study states that corporation bank has got lowest NPAs (1.92 %) and Indian bank has got highest NPAs (16.18%).  

R. Anuradha stated that "the need for the change of Indian banks and the forces behind the change like globalisation, liberalisation, international trade, IT revolution etc., The study also highlights various consequences that are to be faced by the Indian banks if they remain unchanged."  

A. Gnanadoss, highlighted "the branch expansion statistics from 1969 to 1999 with a clear comparison of rural branch expansion with total branch expansion. The study includes comparison of structural deposits and credits of all scheduled commercial banks from 1950 to 2000. He has compared the performance of scheduled commercial banks in priority sector lending during 1990 - 2000."  

D.V.L.N.V. Prasada Rao's study includes "bank category wise amount of loan given to various purposes in Belgaum district during 1997 – 1998. The study has listed various organisational, operational and co-ordinational problems in credit support."  

S.N. Bidani said "Banks should try to list out specific cause which are
responsible for increasing NPA's and evolve strategies and account specific action plan for their removal. Such an approach would not only help them in bringing down the existing NPAs but also check slippage of performing accounts in to this category."\textsuperscript{35}

N. Janardhana Rao said "The new ordinance SARFESI Act 2002 covers three unrelated issues securitisation, reconstruction, perfection of security interests. It would be better if these issues would be addressed specifically and independently. There is no doubt that the ordinance to rid the banking system in India of bad debts is just the beginning. However much remains to be done."\textsuperscript{36}

R. Prasad Stated that "Due to the negligence of customers most of the frauds occur. Master card has lost $369 mn during 2001-2002 financial year. In India credit card frauds are much higher than that of the entire world."\textsuperscript{37}

Kasthuri Nageswara rao Stated that "Out of the six distress zone banks identified by Verma Committee, Vijaya Bank, Indian Overseas Bank and Union Bank of India have gone public and now Indian Overseas Bank still has an adverse coverage ratio. The remaining two banks are in comfortable position."\textsuperscript{38}

Suresh Krishna Murthy said "Technological progress has created a segment between the banks, that are techno savvy and those that are not. Amidst all these, the good old distinction of new private sector and old private sector banks continues
to thrive. Here is an analysis of the old private sector banks that have seen a decade of evaluation and now stand at a crucial stage of their evolutions." 39

Chowdary Prasad, "compared the 1991 economic reforms of India with that of china, that took place in 1978. He has stated " Reforms in India have just been a decade old but there have been numerous changes in political set up, industrialisation policies, legal reforms, privatisation, etc." 40

M.G.Bhide, A.Prasad, Saibal Ghosh’s study "has identified various weaknesses in banks after second generation of reforms namely interest rate deregulation, non-performing assets, direct lending, ownership structure, legal framework, etc." 41

K.Shiva Kumar and V.Samyoudha’s study includes “the ratings given by the respondents in a sample survey for various services namely customer responses towards counter services, passbook services, cheque services, demand draft services, depository services, etc., The study states that customers are highly satisfied with the services that are provided by private sector banks when compared with public sector and co-operative banks." 42

Indira Rajaraman, Garima Vashishta’s study “highlights gross and net NPAs of commercial banks from 1996 to 2000. The study tries to identify the relation between Non-Performing Assets and operating efficiency." 43 Mohd. Azmathullah 59
Mobeen's study identified "various managerial skills to be possessed by the managers at different levels in Public sector banks based on Katz model of managerial skills and Keilty, Goldsmith and Boone's five key commitment model (Commitment to the customer, Organization, to self, to people, to the task)."  

Karamala Padmashree examined the performance of banking sector in terms of branch network, mobilisation of deposits, deployment of credit, priority sector services, Non-performing assets, profitability and productivity.  

Aditya Puri said "Technology has enabled banks to target customers, and provide customized products and services to match their individual requirements. The winners will be those banks that make optimum utilization of available technology to innovate, offer customized products and services and make the most of the resources at their disposal."  

Yash Paul Pahuja said "SBI is one of the fast growing players in the Indian Banking Industry with around 13,000 branches (including its seven associate banks) and 51 foreign offices in 31 countries. These branches handle 25 million transactions a day. The cost of funds is lowest for SBI at 7.6 % as compared to others"  

Aloka Majumdar stated that "Emerging trends have got a lot to do with the changes in the structure of the banking system. The second and equally important area, where banks are banking on other of their ilk, is on the retail side."
Dharmalingam Venugopal stated that "The future of nationalized banks lies on their ability to build good quality assets in an increasingly competitive milieu while maintaining capital adequacy and prudential norms. Consolidation, to enhance managerial efficiency, and competition, to transform customer service, are the key factors that will impact nationalized banks." 49

K.Eswar said "As our markets evolve, so customer requirements change, and hence the positioning strategy needs to be modified. Positioning is not a one-time effort. It is a constant pursuit." 50 Suresh Krishna Murthy said "Public sector banks, hither to seen as the Government's white elephants, have entered into a golden era. Reduced NPAs and better operating practices have turned these enterprises into a force to reckon with." 51

Pramod Guptha said "Both public and private banks are spending large amounts of money on technology to provide innovative products and services to their customers with more convenience and satisfaction. Technology is reducing the cost of transaction and helping to increase customer base and enable wider reach." 52

Chandra Shekhar stated that "The third and the most important dimension of the banking sector reforms was reduction of the non-performing assets (NPAs). In fact the whole effort to reform the banking sector would collapse if the banks are not able to contain and reduce their NPAs. It would be impossible for a bank with high
NPAs to be either vibrant or competitive. What are these NPAs? These are the assets that do not yield any return.\textsuperscript{53}

V. Raghunathan stated that “Convergence in the banking sector assumes increased significance because banks today no longer compete merely with other banks. They in fact compete with altogether different sectors.”\textsuperscript{54}

T Abhiman Das and Saibal Ghosh’s sample study conducted “to know the performance of bank CEOs in the era of corporate governance, tried to identify the adaptability characteristics of CEOs in terms of technology. The study also states that CEOs of poorly performing banks are likely to face higher turnover than CEOs of well performing ones.”\textsuperscript{55}

G. Rama Krishna and K. Venu Gopal Rao, conducted a study on “Quality of customer service in Public sector banks and has related banks performance with that of customer satisfaction level.\textsuperscript{56}

Committee on Technology Upgradation in the Banking Sector, Constituted by R.B.I. with Dr A. Vasudevan, as Chairman submitted report in 1999. The Committee has strongly advised to adopt latest technology in Banking sector.\textsuperscript{57} Shri S.R. Mittal, Chairman of Committee on Internet Banking, Constituted by R.B.I. strongly urged to use the fast growing Internet medium in Banking transactions.\textsuperscript{58}
The Government of India set up a nine-member committee under the chairmanship of Narasimham, former Governor of Reserve Bank of India, to examine the structure and functioning of the existing financial system of India and suggest financial sector reforms. The report of the committee was tables in the Parliament on December 17, 1991.

G. Rama Krishna and K. Venu Gopal Rao, conducted a study on "Performance of Public sector banks after reforms by considering Assets, Deposits, Advances, NPAs, Profits etc.".

The Finance Ministry of Govt. of India appointed once again a committee under the chairmanship of Sri M. Narasimhan to recommend reforms of the Indian banking sector. Reviewing the developments that have taken place during the period 1991-98, the committee made recommendations for reforming the banking sector. The Report was submitted in April 1998.

Shri M.S.Verma, Chairman, Working Group on Restructuring Weak Public Sector Banks, Constituted by R.B.I. submitted its report in 1999. M.S. Verma, suggested many measures which include a major aspect namely weak PSBs should be allowed for Public issue.

Committee on Micro finance, headed by Shri Vepa Kamesam, suggested various methods of lending to priority sector. He has highlighted the methods of
NEED FOR THE STUDY:

The last decade, which marks the era of liberalization and reforms in the country, has been eventful one for the Banking industry changing the face of the industry far beyond recognition. Technology has brought in substantial changes in banking in terms of customer services and new product innovations. The introduction of Voluntary Retirement Scheme (VRS) in public sector banks demonstrated the resolve of the Banking sector to take hard decisions to gear up themselves in terms of human resources for today's highly competitive environment.

On the other hand private sector banks are more dynamic in adopting latest Human Resource Practices. It is in this scenario that a comparative study of Human Resource Practices in public and private banks is to be examined.

OBJECTIVES OF THE STUDY

The following are the objectives of the study:

1. To examine the progress of banking industry in India.

2. To identify the recruitment, selection, training & development practices in Andhra bank and to compare and contrast with those of ING Vysya bank.

3. To identify and compare human resource policies in Andhra bank and ING Vysya bank.

4. To evaluate performance methods employed by Andhra bank and to compare and contrast with those of ING Vysya bank and
5. To offer suitable suggestions for the effective functioning of public sector and private sector banks.

**METHODOLOGY**

**Area Selection for Primary Data:**
Rayalaseema region of Andhra Pradesh has been selected for the purpose of primary data collection.

**Selection of banks:**
Among public sector banks Andhara Bank has been selected for the purpose of study because, it is having more number of branches in Andhra Pradesh and also in Rayalaseema among public sector banks where as ING Vysya Bank has been selected among private sector banks because it is having more number of branches in A.P and also in Rayalaseema region among private sector banks.

Table 2.1: Details of selected banks

<table>
<thead>
<tr>
<th>Name of the District</th>
<th>Andhra Bank</th>
<th>ING Vysya Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Branches</td>
<td>No. of Employees</td>
</tr>
<tr>
<td>Anantapur</td>
<td>30</td>
<td>375</td>
</tr>
<tr>
<td>Chittoor</td>
<td>18</td>
<td>270</td>
</tr>
<tr>
<td>Kadapa</td>
<td>15</td>
<td>97</td>
</tr>
<tr>
<td>Kurnool</td>
<td>32</td>
<td>299</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
<td><strong>1041</strong></td>
</tr>
</tbody>
</table>

*Source:* Compiled from bank manuals.
Primary and Secondary Data:

To carry out the objectives, the researcher has used both primary and secondary data. The secondary data and information have been collected from various sources like business newspapers, journals, magazines, RBI Reports and publications, IBA publications, NIBM publications etc. Primary data has been collected through structured questionnaire from the employees of Andhra Bank (public sector bank) and ING Vysya (private sector bank).

Sample of the Study: 60 percent of ING Vysya bank branches have been considered for the study.

Table 2.2: Details of sample size

<table>
<thead>
<tr>
<th>Name of the District</th>
<th>Andhra Bank</th>
<th>ING Vysya Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No. of Employees</td>
<td>Sample Size</td>
</tr>
<tr>
<td>Anantapur</td>
<td>375</td>
<td>80</td>
</tr>
<tr>
<td>Chittoor</td>
<td>270</td>
<td>76</td>
</tr>
<tr>
<td>Kadapa</td>
<td>97</td>
<td>19</td>
</tr>
<tr>
<td>Kurnool</td>
<td>299</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>1041</td>
<td>203</td>
</tr>
</tbody>
</table>

Source: Field survey

Sampling Technique:

Simple random sampling technique has been employed in this study.
**Data Analysis and Interpretation:**

The primary and secondary data collected from different sources have been tabulated and interpreted meaningfully. The information has been represented using bar charts, pie diagrams, graphical method etc.

**Scope of the Study:**

While there are many categories of banks, as the study is aimed to compare the HR Practices of public sector and private sector banks, hence the study has been confined to Andhra Bank and ING Vysya bank only.

**LIMITATIONS OF THE STUDY**

In a study of this magnitude though, meticulous care has been taken in each and every aspect of study. Certain limitations are likely to be there in the study.

1. Some respondents were not aware of certain procedures and aspects of HRM.
2. A few respondents were hesitant to give details.
3. There might be a sense of bias crept in answers given by the respondents.
CHAPTER ISATION

The entire study has been presented in the following format.

Chapter – I Introduction – An overview of Banking Industry in India

Chapter – II The Study

Chapter – III A Tale of Two Banks

Chapter – IV Recruitment, Selection, Training & Development

Chapter – V Performance Appraisal

Chapter – VI H.R.M. Practices & Policies

Chapter – VII Summary & Conclusions

Bibliography & Annexure
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