### List of Tables

<table>
<thead>
<tr>
<th>Table No</th>
<th>Title</th>
<th>P.No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1-3.1</td>
<td>Bank Failures in Indian banking 1913 to 1948</td>
<td>3</td>
</tr>
<tr>
<td>Table 1.2-1</td>
<td>Number of Scheduled Commercial banks as on March 2008-2009</td>
<td>7</td>
</tr>
<tr>
<td>Table 1.2-2</td>
<td>Growth Indicators of Commercial Banks 1975 to 2009</td>
<td>7</td>
</tr>
<tr>
<td>Table 1.8-1.1</td>
<td>Respondents chosen for the survey</td>
<td>28</td>
</tr>
<tr>
<td>Table 1.8-2.1</td>
<td>The list of mergers post 1991</td>
<td>31</td>
</tr>
<tr>
<td>Table 2.7-1</td>
<td>Comparison of Bank mergers with the total M&amp;A (1974 to 2009)</td>
<td>67</td>
</tr>
<tr>
<td>Table 2.7-2</td>
<td>Merger Phase in Indian Banking</td>
<td>68</td>
</tr>
<tr>
<td>Table 3.1-1</td>
<td>Voluntary Mergers Affect Retirement Benefits Positively</td>
<td>88</td>
</tr>
<tr>
<td>Table 3.1-2</td>
<td>Job Security will be at Stake Post Voluntary Mergers</td>
<td>89</td>
</tr>
<tr>
<td>Table 3.1-3</td>
<td>Voluntary Mergers need to Restore State Ownership in Banks</td>
<td>90</td>
</tr>
<tr>
<td>Table 3.1-4</td>
<td>The Voluntary Mergers and Promotions</td>
<td>91</td>
</tr>
<tr>
<td>Table 3.1-5</td>
<td>Reservation Pattern May Not Continue In PSBs - Post Merger</td>
<td>91</td>
</tr>
<tr>
<td>Table 3.1-6</td>
<td>Business Driven Mergers May Lead to Loss of Seniority</td>
<td>92</td>
</tr>
<tr>
<td>Table 3.1-7</td>
<td>Possibility of Introducing the Voluntary Retirement</td>
<td>93</td>
</tr>
<tr>
<td></td>
<td>Schemes Post Merger</td>
<td></td>
</tr>
<tr>
<td>Table 3.1-8</td>
<td>Working Hours May Be Longer Post Voluntary Merger</td>
<td>93</td>
</tr>
<tr>
<td>Table 3.1-9</td>
<td>Business Driven Mergers and IT Savvy Bank Jobs</td>
<td>94</td>
</tr>
<tr>
<td>Table 3.1-10</td>
<td>The Work Pressures Increase Post Voluntary Merger</td>
<td>95</td>
</tr>
<tr>
<td>Table 3.1-11</td>
<td>Stringent Performance Appraisal Post Voluntary Merger</td>
<td>96</td>
</tr>
<tr>
<td>Table 3.1-12</td>
<td>Business Driven Mergers Lead to Stressful Working</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>Conditions</td>
<td></td>
</tr>
<tr>
<td>Table 3.1-13</td>
<td>Complexity of Integrating Different Technology Platforms</td>
<td>97</td>
</tr>
<tr>
<td>Table 3.1-14</td>
<td>Voluntary mergers and knowledge of selling other than banking products</td>
<td>98</td>
</tr>
<tr>
<td>Table 3.1-15</td>
<td>The Cultural Diversity Of The Workforce And Voluntary Merger</td>
<td>99</td>
</tr>
</tbody>
</table>
Table 3.1-16 Business Practices/Standards Diversity and Employee commitment Post Voluntary Merger
Table 3.1-17 Voluntary mergers and loss of operational flexibility
Table 3.1-18 Voluntary Merger May Lead to Excess Man Power Retrenchment
Table 3.1-19 The voluntary merger may lead to closure of duplicating branches & result in relocation of employees
Table 3.1-20 Voluntary Mergers and Positive Change in Pay Structure
Table 3.1-21 Increase In Benefits And Perks- Post Voluntary Merger
Table 3.1-22 Business Driven Mergers are Necessary in the Banking Sector
Table 3.1-23 Voluntary Mergers Are Essential For the Growth Of Big Size Banks
Table 3.2-1 Voluntary Merger is Necessary to Form Few Banks of Large Size
Table 3.2-2 Business Driven Mergers are Driven by Growth and Efficiency
Table 3.2-3 Compliance to the Tightened Banking Norms is a Factor Driving Voluntary Consolidation
Table 3.2-4 Banks Need not have to Wait Till the Failure to Consider the Merger
Table 3.2-5 Type Of Ownership as a Matter of Concern in Voluntary Merger
Table 3.2-6 Workforce diversity and voluntary merger
Table 3.2-7 Forced mergers’ impact on the performance.
Table 3.2-8 Voluntary Mergers and Regulatory Complexities
Table 3.2-9 Large size banks have more risk absorbing capacity
Table 3.2-10 Voluntary Mergers and Growth in Deposit, Credit & Market
Table 3.2-11 Few Large Size Banks will Make the Competition More Specific and Direct
Table 3.2-12 The formation of few banks and resultant changes in the ownership pattern
Table 3.2-13 Formation of few banks and impact on the vigilance in
banking

Table 3.2-14 Formation of few large size banks and impact on the financial health

Table 3.2-15 The prominence of the priority sector lending may decline post voluntary consolidation

Table 3.2-16 Integrating different technology platforms

Table 3.2-17 The voluntary consolidations and opportunities of diversification

Table 3.2-18 The Voluntary Consolidation and Market Penetration

Table 3.2-19 Branch Productivity may Increase Post Voluntary Merger

Table 3.2-20 The profitability of branches post voluntary consolidation

Table 3.2-21 Voluntary consolidation and financial inclusion

Table 3.2-22 The Voluntary mergers need to restore few banks with state ownership

Table 3.2-23 The voluntary mergers can be allowed if the shareholding and ownership structure does not change

Table 3.2-24 The complexity of different Acts governing banks is a matter of concern

Table 3.2-25 The present scheme of amalgamation of banks requires too many approvals

Table 3.2-26 Indian Banking sector needs few large size banks to compete globally.

Table 3.2-27 For DFIs the Universal Banking model can be achieved through M&A with banking companies

Table 3.2-28 Bank features help in identification of suitable targets in case of mergers

Table 3.2-29 The voluntary consolidation to form mega banks need special initiative

Table 3.2-30 Ranking the choices given A to D

Table 3.3-1 ‘t’-test for Equality of Means-Group Statistics – Office Bearers of Employee Association and Union
Table 3.3-2  ‘t’-test for Equality of Means- overall Statistics Office Bearers of Employee Association and Union 132
Table 3.3-3  ‘t’-test for Equality of Means-Group Statistics – Top Management 133
Table 3.3-4  ‘t’-test for Equality of Means- overall Statistics – Top management 133
Table 4.1-1.1 Analysis of NPA to Net Advances 138
Table 4.1-1.2 Analysis of CAR 139
Table 4.1-2.1 Analysis of Deposits Growth 142
Table 4.1-2.2 Analysis of Advances Growth 143
Table 4.1-2.3 Analysis of Total Assets Growth 144
Table 4.1-3.1 Analysis of Interest Expense/interest income 148
Table 4.1-3.2 Analysis of Operating Expense/interest income 149
Table 4.1-3.3 Analysis of Total Expense/total advance 150
Table 4.1-4.1 Analysis of BPE 153
Table 4.1-4.2 Analysis of PPE 154
Table 4.1-5.1 Analysis of ROA 158
Table 4.1-5.2 Analysis of ROE 159
Table 4.1-5.3 Analysis of EPS 160
Table 4.1-5.4 Analysis of BVPS 161
Table 4.1-5.5 Analysis of PAT 162
Table 4.2-1 Computation of ‘t’ values based on equality of Means 164
Table 4.3-1.1 Comparison of Fiat driven Acquirers and targets 168
Table 4.3-1.2 Comparison of Voluntary Acquirers and targets 169
Table 4.3-2.1 Comparison of Acquirers to Their Targets in terms of times & Computation of Mean values of times 172
Table 4.3-3.1 Acquirers in fiat driven mergers – Mean values of the financials and ratios 173
Table 4.3-3.2 Targets in Fiat driven mergers Mean values of the financials and ratios 174
Table 4.3-3.3 Acquirers in Voluntary Merger – Mean values of the 175
Financials

Table 4.3-3.4  Targets in Voluntary merger - Mean values of the financials and Ratios 175

Table 4.3-4.1  Comparison of mean values Acquirers and targets in Fiat driven mergers 176

Table 4.3-4.2  Comparison of mean values Acquirers and targets in voluntary mergers 177

Table 5.4-1.1  Average Growth Rate of Non Interest Income to Total Income 186

Table 5.4-1.2  Analysis of Average Growth Rate in Interest Income to Total Income 187

Table 5.4-2.1  Channel wise Business Generated by the Insurers as on 31st March 2008 189

Table 5.4-2.2  Business Generated Through Bank Channels- In Order from 1-18 190

Table 5.4-2.3  Percentage of Business Generated Through Bank Channel by the Insurers as on 31st March 2008 191

Table 5.4-3.1  Assets under Management - member wise 193

Table 6.1-1.1  Summary of Response on Job Related Issues 198

Table 6.1-1.2  Summary of Response on Working Conditions 199

Table 6.1-1.3  Summary of Response on Perks and Benefits 200

Table 6.1-1.4  Response on Voluntary Mergers 200

Table 6.1-2.1  Summary of Response on Factors Influencing Voluntary Merger 201

Table 6.1-2.2  Summary of Response on Post Voluntary Merger Impact 202

Table 6.1-2.3  Summary of Response on Gains 203

Table 6.1-2.4  Summary of Response on Approaches and Concerns 204

Table 6.2-1.1  Position of Acquirers – Regulatory Compliance 205

Table 6.2-1.2  Position of Acquirers – Size Analysis 205

Table 6.2-1.3  Position of Acquirers –Productivity Analysis 206

Table 6.2-1.4  Position of Acquirers –Managerial Efficiency Analysis 206