Chapter - 3

SELECT BANKS: A PROFILE
1.0 INTRODUCTION

Banking system occupies an important place in a nation's economy. A banking institution is indispensable in a modern society. It plays a pivotal role in the economic development of a country and forms that score of the money market in an advanced country. In India, though the money market is still characterized by the existence of both the organized and the unorganized segments, institutions in the organized money market have grown significantly and are playing an increasingly important role. The unorganized sector, comprising the moneylender and indigenous bankers, caters to the credit needs of a number of persons especially in the countryside. Amongst the institutions in the organized sector of the money market, commercial banks and cooperative banks have been in existence for the past several decades. The Regional Rural Banks (RRBs) came into existence since the middle of the seventies. Thus, with the phenomenal geographical expansion of the commercial banks and the setting up of the RRBs during the recent past, the organized sector of money market has penetrated into rural areas as well.

Financial services constitute an integral part of the infrastructure required for industrial and agricultural development. In India, banking is the most dominant segment of the financial sector, accounting for over 80 per cent of its
funds. With the rapid picking up of globalization and liberalization, several sweeping changes have taken place in the financial sector. Commercial banks are the oldest, and the biggest, financial intermediaries in India and they are growing faster than others. They are also the most important depositaries of public savings and disbursers of finance. Commercial banking in India is a unique system, which exists nowhere else in the world. Commercial banks are the artery of Indian financial system, and structure, since they have the ability, in cooperation with the Reserve Bank of India, to add to the money supply of the nation and create additional purchasing power. Their lending, investments and related activities facilitate the economic process of production, distribution, and consumption.

2.0 HISTORY OF BANKING SECTOR IN INDIA

Banking in India has been in existence since the times Vedic era. It is believed that the transition from money lending to banking must have occurred even before “Manu” the great Hindu Jurist who has devoted a section of his work to deposits and advances and laid down rules relating to rates of interest.

In the present scenario, service sector plays an important role in the country. In the service sector, banking is one which plays a vital role in economic development. The liberalization and economic reforms allowed banks to explore new business opportunities rather than generating revenues from borrowing and lending. The banking industry is regulated by “The Indian banking Regulation Act” of 1949. It defines Banking Industry as “an industry which transacts banking business in India”. Banking means “accepting for the purpose of lending all investment of deposits of money from the public, repayable on demand or otherwise, and withdrawal by cheque or demand draft”.

During the Mogul period, the indigenous bankers played a very important role in lending money and financing trade and commerce. During the days of the East India Company, it was the turn of the agency houses to carry on the banking business. The General Bank of India was the first joint stock Bank to be established in the year 1786. The others, which followed were the bank of Hindustan and the Bengal Bank.

In the first half of the 19th century the East India Company established three banks; the Bank of Bengal in 1809, the Bank of Bombay in 1846 and the Bank of Madras in 1843. These three banks also known as Presidency Banks were
independent units and functioned well. These banks were amalgamated in 1920 and a new bank, the Imperial Bank of India, was established on 27th January 1921. With the passing of the State Bank of India Act in 1955, the Imperial Bank of India was taken over by the newly constituted State Bank of India.

The Reserve Bank, which is the central, was created in 1935 by passing Reserve Bank of India Act 1934. In the wake of the Swedish movement, number of banks with Indian Management were established in the country namely, Punjab National Bank Limited, Canara Bank Ltd., Indian Bank Ltd. On July 19th 1969, 14 major banks of the country were nationalized and on 15th April 1980, six more commercial private sector banks were also taken over by the government.

**Figure - 3.1**

**HISTORY OF BANKING SECTOR IN INDIA**

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Evaluation of Indian banking

Pre-Independence
(1786-1947)

Post-Independence
(1947 - Till date)

Pre - Nationalization
(1947 - 1969)

Post - Nationalization
(1947 - 1969)

Post - Liberalization
(1991 - Till date)
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Source: Indian Bankers Association Bulletin, Special Issue, January 2012

3.0 **NATIONALIZATION OF BANKS**

Nationalization of banks has proved to be very effective in gaining control over the economy and channelising the bank credit to various sectors of the economy. In the words of the then Prime Minister of India, Smt. Indira Gandhi, “an institution such as the banking system, which touches and should touch the lives of millions, has to necessarily be inspired by a large social purpose and has to sub-serve national policies and objectives”. This is why there was a widespread
demand that major banks should be not only socially controlled but also publicly owned.

The basic objectives of nationalization were closely linked with commercial banks’ responsibility for the deployment of credit to agriculture, especially small farmers and for the removal of regional disparity in the supply of agricultural credit in the country. The primary objectives of nationalization may be summed up as follows:

- to widen geographical coverage of banking network through branch expansion;
- to mobilize savings to the largest possible extent and to utilize the same for productive purposes;
- to meet the legitimate credit needs of private sector industry and trade, big or small;
- to ensure that the needs of the productive sectors of the economy, and in particular those of the farmers, small-scale industrialists and self-employed professional groups, are increasingly met;
- to actively foster the growth of new progressive entrepreneurs through nationalized banks and create fresh opportunities to hitherto neglected and backward areas in different parts of the country;
- extension of banking activities in rural areas with a view to transforming economy; and
- to curb the use of bank credit for speculative and other unproductive purposes.

3.1 Growth of Banking in India during the Post-nationalization Period

In the post-nationalization period, significant progress was made in expanding the branch network of the banking system, and in the growth of banking activities measured in terms of deposits, advances, investment, credit and other variables. The banks were in the forefront of financial intermediation playing a supportive role in the country’s development process. However, the year 1991 saw India implementing macro economic adjustment programme of which the financial sector reform was a major component. The basic principle
guiding the financial sector reform was that the financial system had a crucial role
to play in the mobilization of savings and their allocation to most productive uses.
The ground for reform was that several distortions had crept into the financial
system rendering it unable to meet the challenges of a competitive environment.
The most important factor contributing to this weakness of the system, as argued
by the Narasimham Committee, was the impact of policy induced rigidities such
as an excessive degree of central direction of their operations in terms of
investments, credit allocations, branch expansion, investments, and even internal
management aspects of the business. The reforms, based on the recommendations
of Narasimham Committee, were introduced to change the policy environment to
ease out these rigidities. The financial sector reform was initiated in 1992 and
since then it has changed the trends and pattern of Indian banking over the past
decade.

4.0 STRUCTURE OF INDIAN BANKING SECTOR

Banking Industry in India functions under the sunshade of Reserve Bank of
India - the regulatory, Central Bank. Banking industry mainly consists of:

- Commercial Banks
- Co-operative Banks

The commercial banking structure in India consists of: Scheduled
Commercial Banks, and un-scheduled Banks. Scheduled commercial Banks
constitute those banks which have been included in the Second schedule of the
Reserve Bank of India (RBI) Act, 1934. Being a part of the second schedule
confers some benefits to the bank in terms of access to accommodation by RBI
during the times of liquidity constraints. At the same time, however, this status
also subjects the bank certain conditions and obligation towards the reserve
regulations of RBI.

The scheduled commercial banks in India have been classified into two
categories Viz., Commercial banks (289) and co-operative banks (73). The
commercial banks are further classified as 27 public sector banks [nationalized
banks (19) and SBI and its Associates (8)]; 30 Private sector banks including old
private banks (21) and new private banks (9); 36 foreign banks and 196 regional
rural banks as at the end of March 2006.
As a prelude to the discussion on QWL in sample banks in the chapters to come, a brief profile of these banks is presented.

5.0 STATE BANK OF INDIA

5.1 Historical Background

The commercial banks of the country including the Imperial Bank of India confined their operations to the urban sector and were not equipped to respond to the challenge of the economic regeneration of the rural areas. In order to serve the economy in general and the rural sector in particular, the All India Rural Credit Survey Committee recommended the creation of the state-partnered and state-sponsored bank by taking over the Imperial Bank of India and integrated with it the former state owned or state-associate banks. An Act was accordingly passed in the Parliament in May 1955 and State Bank of India (SBI) was constituted on 1st July, 1955. The State Bank of India, thus, came into being with a new sense of social purpose aided by the 480 offices comprising branches, sub-branches and three local head offices inherited from the Imperial Bank of India. SBI won the

5.2 Organizational Structure

The Bank's management and organizational structure is sufficiently decentralized to provide senior managers an opportunity in decision making within their business units, allowing them to continuously improve their management skills. In 1978, the services of the Indian Institute of Management (IIM), Ahmadabad were engaged and on their advice, the modular structure i.e. zonal and regional offices were created under each local head office to handle growth and achieve efficient branch banking. The administrative structure was decentralized by making the controlling offices near to operating offices. In 1994, the Bank engaged Mckinsey & Co. a firm of leading international consultants to help the bank identify strategies, structures, systems and the like to face the new challenges and retain its eminent position in the Indian banking industry. The present structure of the Bank is the outcome of the comprehensive change programmes covering all aspects of structure, system, and process implemented by the bank based on the diagnosis and recommendations of the consultants. In order to exploit the synergies among the various SBU's having close linkages or dealings with the same or integrated groups of customers, they have been grouped together under a few business groups, each being headed by a senior executive of the rank of Dy. Managing Director. Each business group has full profit and loss responsibility for the group and enjoys a high level of autonomy including control over human and capital resource in order to achieve the Group's business goals. The organizational structure of the Bank is reviewed at periodic intervals and wherever feasible, departments are merged with a view to improving efficiencies. The bank has carried out the exercise at corporate centre and is rolling it out at local, regional and zonal office levels.

Corporate centre is at the apex level of the organizational structure. It is responsible for long term planning and policy formation. The management of the Bank consists of the following members:

Chairman is the chief executive officer of the Bank who presides over the Banks' Central Board of Directors. The staff functionaries are in charge of policy planning functions. The group executives have operational responsibility for the
SBUs attached to their groups. All these executives are independently responsible for matters related to their group or staff area and directly report to the Chairman.

Chief General Manager is the top management executive heading the local head office. Staff functionaries, network chiefs and the circle vigilance officer directly report to him. DGM is the executive heading the module. All personal banking branches, branches with AGM incumbency and AGMs in charge of regions in the module directly report to the DGM. The zonal office credit committee is constituted to handle credit proposals relating to sanction of loans as well as matters related to advances such as writing off losses, bad debts, initiation, withdrawal of legal action and the like.

Assistant General Manager is the head of regional network of branches with incumbency of chief manager and below in a region. The necessary planning support is provided by the sales planners.

5.3 **Branch Expansion**

The Bank has been pursuing a policy of offering specialized services to specific customer segments through specialized outfits with a view to countering the competition from the private and foreign banks. It has 81 personal banking branches at selected centers. The bank has so far opened 9 rehabilitation and recovery branches. It has opened a specialized housing finance branch in Chennai, Diamond branch in Mumbai and Leather branch in Chennai. It has a total of 21,500 branches. The bank has a network of 137 overseas offices spread over 32 countries covering all the time zones. The bank also maintains comprehensive correspondence with 593 top ranking branches in 127 countries. It has 25,000 ATMs and 99345 offices in India. Tele banking, offered by the bank free of charge, is operative in 301 branches in 18 cities. Over 31000 customers have registered for the service. Internet banking is provided by 501 branches in 97 cities. The special EFT (Electronic Fund Transfer) scheme was launched by the bank from 1st April, 2003 in close coordination with RBI to facilitate efficient and expeditious inter-bank transfer of funds. About 29 branches of the bank are participating in the scheme.

The bank has two wholly owned subsidiaries abroad-SBI Canada, SBI California and two joint ventures, namely, Nepal SBI Bank Ltd and Bank of Bhutan. The other subsidiaries are SBI international Ltd, Mauritius, and
Indovigeria Merchant Bank Ltd., besides, there are 18 corresponding banks working as agents of SBI. In our valley, there are 46 computerized branches of the bank with 10 extension counters. The State Bank Group with a network of 20,193 branches including 5096 branches of its five Associate Banks dominates the banking industry in India. National Banking Group, as on 31st March 2012, comprised 14,013 out of 14,097 domestic branches, controlled by 14 Local Head Offices. SBI have five associates.

- State Bank of Bikaner and Jaipur
- State Bank of Hyderabad
- State Bank of Mysore
- State Bank of Patiala
- State Bank of Travancore

5.4 Human Resource Development Philosophy of the Bank

HRD in the State Bank of India is a continuous movement and direction to enable every individual as a member of an effective team and the SBI community, to realize and activate his potential so as to contribute to the achievement of the Banks’ goals and derive satisfaction thereof. The HRM policy aims at creating a facilitating environment for overall development of people and, thereby, enabling them to translate their potential into role related competencies. The Bank recognizes the value of the contribution of the individuals in achieving the corporate objectives. All HR related interventions are based on the philosophy of individual and organizational development. The interventions aim at achieving professional excellence in the individual and fostering team work. Formal HRD structure emerged in 1979.

5.5 HRD Policies

Manpower Planning: Bank’s manpower planning is meant to improve the innovative and creative abilities of its people through promoting a conducive climate, enhancing the human touch and improving interpersonal relations. Manpower requirements are assessed at the micro level even though overall decisions are made within framework of government guidelines and corporate perspectives. Branch activity analysis and productivity norms are the basis upon which the assessments are made. Manpower planning in the bank is subordinate to guidelines issued by the Govt. of India and RBI.
**Training and Development:** Training system enables the employees to take up their assignments and perform tasks with a higher level of confidence and perfection. Training system not only addresses the needs in the areas of knowledge and skills but also looks at the need for change in the attitude of employees. The training programmes are aligned to the Bank's business, goals and objectives and endeavor to build up competencies in the staff to achieve the declared objectives of the bank.

**Quality Circles:** Quality circle is a small group in which people who works in the first line work place, continually improve and maintain the quality of products, services, job and so on. This small group promotes the activity in such a way as to autonomously administer it, utilize the quality circle concept and technique, display creativity and promote self development and mutual development. Quality circle was introduced in SBI in 1984 in the Bhopal circle. Presently, there are over 1000 Quality circles operating in full swing at branch level in different circles.

**Job Rotation:** Developing functional versatility among employees is essentially required and it is possible only through job rotation. In SBI, the process of job rotation was started from 1989. Along with job rotation, job analysis occupies a central position in the design of HRD activities in SBI. The purpose of role analysis is to reduce role ambiguity of the role-occupant for maximizing his individual contribution to the bank. The bank has well designed transfer, promotion, and placement policy. The career system in SBI includes various elements like career surveys, career information, career monitoring and several career support systems like human resource planning, potential, appraisal and career planning and its inputs.

**Employee Welfare:** The SBI has introduced a number of welfare schemes to improve the quality of work life of the employees. These schemes include canteen facilities, education scholarship to children of the employees, consumer cooperative stores, housing loans, SBI employees mutual welfare scheme, festival advances, conveyance loans and the like.

**Human Resource Information System:** Different aspects of information about individual employees-biographical, cultural traits, performance records, promotions obtained, potential for higher positions, critical incidents and placements enjoyed are well managed in SBI. The State Bank Institute of
Information and Communication Management conducts a series of computer based human resource information system courses for various categories of employees. HRD Policies of the bank seem to be of the ideal order to win competitive battles in the globalised environment.

5.6 Emerging Financial Services

SBI along with its non-banking subsidiaries has emerged as a financial service, offering services that include investment banking, housing finance, factoring, project finance, asset management, primary dealership, securities trading, credit card, gold banking and the like. Internet banking facility provided by the bank is being used by more than 2,50,000 customers. The bank is working on core banking. About 1291 branches are providing this service. The bank has introduced customized products for tourism, besides tie-up arrangements with manufacturers of dental and medical equipments, loan for renovation and modernization of clinics, and offices. SBI's international group (Banking group) delivers the full range of cross border finance solutions through four wings viz, The domestic division, the foreign office division, the foreign department and the international services division. Besides, SBI provides a wide range of schemes like housing loan scheme, educational loan scheme, and agricultural loans. A joint venture between SBI and Cardiff S.A of France was incorporated on 29th March 2001. It was registered as SBI life insurance Company limited. SBI has divided the market into four segments viz: Commercial and institutional segment (C&I), Small industrial business segment (SIB), Personal segment (Per), and Agricultural segment (AgI). In addition to banking, the Group, through its various subsidiaries, provides a whole range of financial services, which include Life Insurance, Merchant Banking, Mutual Funds, Credit Card, Factoring, Security trading, Pension Fund Management, Custodial Services, General Insurance (Non Life Insurance) and Primary Dealership in the Money Market.

5.7 Staff Strength of State Bank of India

Cadre-wise staff strength of State Bank of India as on 31st March 2012 is shown in Table 3.1.
Table – 3.1
CADRE WISE STAFF- STRENGTH

<table>
<thead>
<tr>
<th>Cadre</th>
<th>Strength</th>
<th>Percentage to total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer</td>
<td>80404</td>
<td>37.31</td>
</tr>
<tr>
<td>Clerk</td>
<td>95715</td>
<td>44.42</td>
</tr>
<tr>
<td>Sub - Staff</td>
<td>39362</td>
<td>18.27</td>
</tr>
<tr>
<td>Total</td>
<td>215481</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Annual Report 2011-12

6.0 ANDHRA BANK

6.1 Historical Background

Andhra Bank was founded by Dr. Bhogaraju Pattabhi Sitaramayya in 1923 in Machilipatnam, Andhra Pradesh. The founder, Dr. Bhogaraju Pattabhi Sitaramayya, was an eminent freedom fighter and a multifaceted genius. The bank was registered on 20th November, 1923 and commenced business on 28th November 1923 with a paid up capital of Rs 1 lakh and an authorised capital of Rs 10 lakhs. In 1956, linguistic division of states was promulgated and Hyderabad was made the Capital of Andhra Pradesh. The registered office of the bank was subsequently shifted to Andhra Bank Buildings, Sultan Bazar, Hyderabad, Andhra Pradesh. When the second phase of nationalization of commercial banks commenced in April 1980, the bank became a wholly owned Government bank. In 1964, the bank merged with Bharat Lakshmi Bank and further consolidated its position in Andhra Pradesh.

6.2 Vision of the Bank

The vision of the bank is to be a trustworthy and efficient with a strong commitment to increase bank market share by generating innovative customer centric services and products. This ignites the passion and creative talents in human resource leveraging technology to expand the clientele. As a result, delivering quality and value leading to customer delight is possible.

6.3 Mission of the Bank

The mission of the bank is to amplify the front line capabilities to serve customers develop processes, for improving technology dynamically, locate and empower people, fast-cycle knowledge into innovative products, create
possibilities to reach the business goals and position the bank as a rising star in the financial horizon.

6.4 Branch Expansion

Branch expansion in Andhra Bank steadily grew at a slower pace initially and then rapidly. In 1951, Andhra Bank was operating with 50 branches. Total number of branches increased to 1366 by March 2008. During the financial year, the bank opened 80 Branches (including up-gradation of 10 extension Counters) and 75 ATMs. As of March 2012, Andhra Bank has a total of 2,821 delivery channels which include: 1712 branches, 1056 ATMs, 15 extension counters, and 38 satellite offices. In the Annual Year 2011-12, there was an addition of 145 delivery channels during the year, including 80 branches (including upgradation of 10 ECs). Bank has entered into Tripura and Himachal Pradesh States during the year, 2011-12 and, with this, the presence of the bank spread to 25 States and 3 Union Territories. The bank also has 1127 Branchless Banking Units (Business Correspondents). Table 3.2 shows the area-wise classification of branches.

### Table – 3.2

<table>
<thead>
<tr>
<th>S. No</th>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rural</td>
<td>454</td>
<td>26.50</td>
</tr>
<tr>
<td>2</td>
<td>Semi-Urban</td>
<td>479</td>
<td>28.00</td>
</tr>
<tr>
<td>3</td>
<td>Urban</td>
<td>509</td>
<td>29.70</td>
</tr>
<tr>
<td>4</td>
<td>Metro</td>
<td>270</td>
<td>15.80</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1712</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Annual Report 2011-12

6.5 Products and Services

The products and services provided by the bank are mainly categorized into businesses of retail, corporate, NRI, MSME, and agricultural industry. Under the retail business, the bank offers deposits, loans, cards, DMAT services, Payment services, insurance, and mutual funds to individual customers. Under the corporate business, the bank offers loans & advances, project appraisal services and syndication of loans to the business entities. Under the NRI business segment, the bank offers deposit schemes, loans, remittance services, and investment services to the Non Resident Indians. Under the MSME business segment, the
bank offers different schemes that are aimed at providing loan and transaction services to Micro Small and Medium Enterprises (MSME). Some of the MSME schemes available are OTS scheme, Composite Loan Scheme (CLS), Open Cash Credit (OCC), Artisans Credit Card (ACC), AB Laghu Udhyami Credit Card (LUCC), AB Power Tools (Shakti), Technology Up-gradation Fund scheme (TUFs), Credit Guarantee Fund Trust for Small Industries (CGTSI), AB Doctor Plus and the like. Under the Agriculture business segment, bank launched different credit schemes to help farmers, and women through women Empowerment schemes. Andhra Bank Rural Development Trust (ABRDT) helps Rural Self Employment Training Institutes (RSETIs).

6.6 Deposit Schemes

AB Current Accounts, AB Term Deposits, AB Arogyadaan Scheme, AB Bancassurance Life, AB Bancassurance (Non Life), Retail Loans, Agricultural Loans, Corporate Banking, NRI Banking, NRI Products and Services, NOSTOR details for remittance and Western Union Money Transfer.

6.7 Technology Products

Internet Banking, Credit cards (Either on the basis of Fixed Deposit or latest Income Tax returns), Multi City Cheque Facility, On-Line Tax Accounting System (OLTAS), Real Time Gross Settlement (RTGS), Instant Funds Transfer, ATM Services, Any Branch Banking, Electronic Clearing Service (ECS) and National Electronic Funds Transfer.

6.8 International Expansion

Andhra Bank opened a representative office in Dubai in May, 2006 and another at Jersey City, New Jersey (USA), in June 2009. A foothold in New Jersey is strategic for the bank as the state has a large number of Indians from Andhra Pradesh. In 2010 Malaysia awarded a commercial banking license to a locally incorporated bank to be jointly owned by Bank of Baroda, Indian Overseas Bank and Andhra Bank. The new bank, India BIA Bank (Malaysia), will have its headquarters in Kuala Lumpur, which has a large population of Indians. Andhra Bank will hold a 25 per cent stake in the joint-venture. Bank of Baroda will own 40 per cent and IOB the remaining 35 per cent.
6.9 Staff Strength

The staff of Andhra Bank is divided into three categories viz., officer, clerical staff and subordinate staff. Andhra Bank which operated with just three members of staff initially had 10,000 employees in 1983-84. The number of employees has increased to 15,099 (See Table 3.3).

<table>
<thead>
<tr>
<th>Cadre</th>
<th>Strength</th>
<th>Percentage to total</th>
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<tbody>
<tr>
<td>Officer</td>
<td>8209</td>
<td>54.37</td>
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<tr>
<td>Clerk</td>
<td>3303</td>
<td>25.85</td>
</tr>
<tr>
<td>Sub - Staff</td>
<td>2987</td>
<td>19.78</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15099</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Source: Annual Report 2011-12

7.0 INDIAN BANK

7.1 Historical Background

The Indian Bank is a premier bank owned by the government of India. Indian Bank was incorporated on 5th March 1907, under the Indian Companies Act 1882 as a result of the efforts of Shri. V. Krishna Swamy Iyer. Indian Bank Limited commenced operations in 15th August, 1907 as part of the Swadeshi movement from Madras (Chennai) with an authorized capital of Rs. 20 lakhs. Indian Bank was able to successfully sustain operations even during the turbulent war period. The bank celebrated its Silver Jubilee in 1932.

The bank was nationalized by the Government of India on 19th July 1969 along with 13 other banks. The Bank name was changed to Indian Bank after the nationalization. Indian Bank was nominated as one of the lead banks when the concept of lead bank scheme was introduced. The bank was also very keen on optimum utilization of the technological advancements to the advantage of its customers.

7.2 Mission of Indian Bank

The mission statement of the bank is:

- to be a common man’s bank;
- to provide all financial products and services to all customers;
- under one roof;
- at affordable cost; and
- in a fair and transparent manner.

7.3 Indian Bank – Regional Rural Banks Sponsorship

With a view to extending credit support through specialised institutions to the rural sectors, Indian Bank is participating in the regional rural bank scheme, which was introduced in 1975. The bank has sponsored 4 RRBs. The bank’s first regional rural bank – Sri Venkateswara Grameena Bank, was established at Chittoor Andhra Pradesh. Later, three more were added. The Kanakadurga Grameena Bank was established at Gudiwada, Adhiyanam Grameena Bank in Dharmapuri and Vallalar Grama Bank in Cuddalore.

7.4 Indian Bank – Subsidiary Companies

Indian Bank also promotes three diversified banking activities through three subsidiary companies. “Ind Bank Merchant Banking Services Ltd.,” a subsidiary of the bank, has been established to carry on merchant banking activities like management of capital issuing, underwriting, project counseling, loans syndication and treasury management and to offer additional services like leasing, mergers, amalgamation and counseling to small scale and sick industrial units. Indian Bank Merchant Banking Services Ltd., has its registered office and branch in Chennai, and its corporate office in Bombay.

The bank has set up a trust in the name of “Ind Fund Management Ltd.,” in 1990. With a view to mobilizing savings from the public and to help the investors get a good return and achieve long term appreciation of their investments, the bank has set up Ind Bank Housing Ltd., a subsidiary for housing finance.

7.5 Leadership in Rural Development

Indian bank demonstrated its leadership in rural development. Gramodaya Kendras (Rural Development Centers) have been set up in different parts of the country with a view to bringing about qualitative improvement in the system of lending. Under the priority sector, the Gramodaya Kendras help the branches in identifying the areas for rural lending, the emphasis being to take banking facilities to the weaker sections of society. A special feature of the Gramodaya Kendras is the counseling services and marketing assistance.
Indian bank has also demonstrated its leadership in rural development by introducing loan products like Artisan Card, Kisan Card, Kisan Bike Scheme, Yuva Kisan, Vidya Nidhi Yojana to meet diverse credit needs of farmers. The bank also provides technical assistance and project reports in agriculture to entrepreneurs through Agricultural Consultancy to Technical Services (ACTS). The bank has two specialised Agricultural Finance branches to finance high tech agricultural projects.

7.6 Branch Expansion

Rapid economic development presupposes rapid expansion of commercial banking. A faster growth of banking is essential for the rapid development of any economy. It is necessary that banking infrastructure should grow correspondingly with the economy in order to maintain harmonious development of the country. To reduce the inter-regional imbalances in terms of availability of banking services by rapid expansion of banking network through vigorous branch expansion. The major achievement of the nationalized banks during the two decades of the post nationalization era is in the realm of branch expansion and extension of credit to agriculture, Small Scale Industries, and certain other neglected sectors

7.7 Branch Network

One of the main objectives of the nationalization of banks in 1969 is to expand the banking facilities to the rural areas. Indian Bank contributed a lot to the massive branch expansion. Its share in the total of all shares is 2.49 per cent when compared with total PSBs. The bank has expanded its branch network by opening 95 new branches in India totaling 1955 branches as at the end of March 2012, comprising 520 rural, 549 semi urban, 500 urban and 386 Metropolitan branches. The branch network is supplemented by 34 extension counters, 23 satellite offices, 1 collection counter, 66 rural banking service centres and 1 forex bureau. Besides, the bank has 3 foreign branches in Singapore, Colombo and Jaffna. Bank has opened 50 Ultra Small Branches (USBs) in the villages with a population above 2000 covered through BC model under financial inclusion.
Brach Expansion of Indian bank – 1908-2012 Annual Reports

<table>
<thead>
<tr>
<th>Years</th>
<th>No. of Branches</th>
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<tbody>
<tr>
<td>1908</td>
<td>2</td>
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<tr>
<td>1957</td>
<td>120</td>
</tr>
<tr>
<td>1964</td>
<td>224</td>
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<td>2004</td>
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</tr>
<tr>
<td>2011</td>
<td>1860</td>
</tr>
<tr>
<td>2012</td>
<td>1955</td>
</tr>
</tbody>
</table>

7.8 Recruitment and Promotion

As part of succession planning in the bank, recruitment and promotion process are aimed at meeting the future growth and expansion of the bank. The process of recruitment of 850 Probationary Officers was completed during the current year. Further, 110 RDOs (Rural Development Offices) were recruited through campus selection. An on-line examination was conducted for selection of candidates for overseas posting and seven officers were selected and posted to Singapore and Sri Lanka.

As per Board approval, campus recruitment of Marketing officers, Industrial Development Officers, Computer Officers and Specialist Credit Officers was taken up at different institutions at Hyderabad, Visakhapatnam, Chennai, Trichy, Coimbatore, Madurai, Bangalore and Noida during January and February 2012. 127 Assistant Managers (Marketing) and 3 Specialist Officers (Credit/Economist/IDOs) were provisionally selected. Campus recruitment of Chartered Accountants in Scale II was taken up with the Institute of Chartered Accountants of India (ICAI) at Hyderabad and Bangalore centres. Twenty five Chartered Accountants were provisionally selected for appointment. For recruitment of Security Officers in Scale II, interviews were conducted at New Delhi for the candidates sponsored by Directorate General of Resettlement during
January 2012. Six candidates were selected and appointment orders were issued during February 2012.

7.9 Staff Strength

The cadre-wise staff strength of Indian Bank as on 31st March 2012 is shown in Table 3.4.

Table – 3.4

<table>
<thead>
<tr>
<th>Cadre</th>
<th>SC</th>
<th>ST</th>
<th>OBC</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer</td>
<td>1395</td>
<td>492</td>
<td>509</td>
<td>6827</td>
<td>1050</td>
<td>7877</td>
</tr>
<tr>
<td>Clerk</td>
<td>2013</td>
<td>284</td>
<td>605</td>
<td>5638</td>
<td>2816</td>
<td>8454</td>
</tr>
<tr>
<td>Sub Staff</td>
<td>844</td>
<td>97</td>
<td>212</td>
<td>2268</td>
<td>3977</td>
<td>2379</td>
</tr>
<tr>
<td>Total</td>
<td>4252</td>
<td>873</td>
<td>1326</td>
<td>14733</td>
<td>7843</td>
<td>18710</td>
</tr>
</tbody>
</table>

Source: Annual Reports of Indian Bank

8.0 INDIAN OVERSEAS BANK

8.1 Historical Background

Indian Overseas Bank (IOB) was founded on February 10th 1937, by Shri. M. Ct. M. Chidambaram Chettyar, a pioneer in many fields - banking, insurance and industry with the twin objectives of specializing in foreign exchange business and overseas banking. IOB was one of the 14 major banks that was nationalised in 1969. On the eve of Nationalization in 1969, IOB had 195 branches in India with aggregate deposits of Rs. 67.70 Crores and advances of Rs. 44.90 Crores.

8.2 Bank Commitment

The well spread network of branches, efficient customer service and the committed human resources, are the strength of the Bank. These strengths would open up new opportunities apart from building the existing relationships. The challenges and competition in the industry would be responded with strategic innovations so as to improve the bank's market position. Consequently, the bank can optimize its value through returns to customers, shareholders and employees.

8.3 Branch Network

The bank has stepped up its branch expansion efforts by opening branches throughout India. During the year, the bank opened 447 branches across the country, the highest in the history of the bank. The bank had reached yet another
milestone of crossing 1000 branches in Tamil Nadu State as committed to the Hon'ble Chief Minister of Tamil Nadu under MISSION TAMILNADU - PLATINUM 1000. This milestone was crossed on 10th February 2012 exactly on the concluding day of the Platinum Jubilee year of the Bank. Towards reaching the said milestone, the bank opened 147 branches in Tamil Nadu within the short span of 65 days. The bank has joined a select group of banks, having 1000 or more branches in a particular State. Out of the 447 branches opened during 2011-12, 73.38 per cent are located in rural and semi urban centres. As on 31.03.2012, the bank has 2,629 domestic branches comprising 731 rural branches (27.81 per cent of total branches), 738 semi urban (28.07 per cent), 599 urban (22.78 per cent) and 561 Metropolitan branches (21.34 per cent). Besides, the bank had 3 extension counters and 20 satellite offices, 45 Regional offices, 18 city back offices and 6 inspectorates as at the end of the March 2012.

8.4 New Innovations

IOB bagged the NABARD's award for credit linking the highest number of Self - Help Groups for 2000-2001 among the banks in Tamil Nadu. IDRBT (Institute for Development and Research in Banking Technology) conferred the best award under banking technology to IOB. The award was given for the innovative use of banking applications on INFINET (Indian Financial Network) for the year 2001. Mobile banking under SMS technology was implemented in Ahmedabad and Baroda. Pilot run of Phase I of the internet banking commenced covering 38 branches in 5 Metropolitan centres. IOB was one among the first to join the Reserve Bank of India's negotiated dealing system for security dialing online. The bank has finalized an e-commerce strategy and has developed the necessary internet banking modules in-house. For the first time total branch automation package developed in-house has been customized in one of the overseas branches of the bank. IOBNET connects Central Office with all Regional Offices. The bank has paid a maiden dividend of 10 per cent p.a. for 2000-01, followed by 12 per cent during 2001-02.

8.5 Staff Strength

The bank's staff strength in India is 27,201 comprising 11,083 officers, 11,559 clerks and 4,559 sub-staff as on 31st March, 2012. Out of the total staff strength, 6,231 members belong to scheduled caste (SC) category, 1,590 to
scheduled tribe (ST) category, and 2,738 to other backward class (OBC) Category. Staff strength includes 6,196 Women employees, 641 ex-servicemen and 546 physically challenged members.

9.0 HDFC BANK

9.1 Historical Background

The Housing Development Finance Corporation Ltd (HDFC) was among the first to receive an ‘in-principle’ approval from the Reserve Bank of India (RBI) to set up a bank in the private sector as part of the RBI's liberalization of the Indian Banking Industry in 1994. The bank was incorporated in August 1994 as ‘HDFC Bank Ltd.’, and it commenced its operations as a scheduled commercial bank in January 1995. The bank’s aim is to build sound customer franchises across distinct businesses so as to be the preferred provider of banking services in the segments that the bank operates in and to achieve healthy growth in profitability, consistent with the bank’s risk appetite.

9.2 Philosophy of the bank

The HDFC Bank’s business philosophy is based on four core values:

- Operational Excellence
- Customer Focus
- Product Leadership and
- People.¹⁴

9.3 Vision

HDFC Bank’s vision is to be a customer-driven, best managed enterprise that enjoys market leadership in providing housing related finance.

9.4 Mission

HDFC Bank's mission is to be a World-Class Indian Bank. The objective is to build sound customer franchises across distinct businesses so as to be the preferred provider of banking services for target retail and wholesale customer segments, and to achieve healthy growth in profitability, consistent with the bank's risk appetite. The bank is committed to maintain the highest level of ethical standards, professional integrity, corporate governance and regulatory compliance.

9.5 Branch Network

HDFC Bank is headquartered in Mumbai. The bank at present has an enviable network of 2,620 branches spread in 1,454 cities across India. All
branches are linked on an online real-time basis. Customers in over 500 locations are also serviced through telephone banking. The bank's expansion plans aim at having a presence in all major industrial and commercial centres where its corporate customers are located as well as building a strong retail customer base for both deposits and loan products. Being a clearing/settlement bank to various leading stock exchanges, the bank has branches in the centres where the NSE/BSE has a strong and active member base. The bank also has 10,316 networked ATMs across these cities.

9.6 Financial Services

The HDFC Bank's business philosophy is based on four core values: Operational Excellence, Customer Focus, Product Leadership and People. But like much of India industry, the HDFC's financial services industry also is working with one hand tied behind its back. In spite of successive Finance Ministers being at the vanguard of reformers, the truth is that the bank's financial services sector is heavily "protected" by the RBI and government. The bulk of the banking sector is still in the government's hands and a debt market mainly in government securities. It is this "protection" by the Reserve Bank and government that will shape the future of India's private sector banks and financial institutions.

With different arms of the government regulating the different businesses, HDFC has to function as a housing finance company (NHB), as a life insurer (IRDA) as an asset manager (SEBI) and as a bank (RBI). And the management has to satisfy the varying requirements of each of the regulators, including their requirements as to the capital structure. The management's options are, thus, severely constricted15.

9.7 Promoters

HDFC is India's premier housing finance company and enjoys an impeccable track record in India as well as in international markets. Since its inception in 1977, the Corporation has maintained a consistent and healthy growth in its operations to remain the market leader in mortgages. Its outstanding loan portfolio covers well over a million dwelling units. HDFC has developed significant expertise in retail mortgage loans to different market segments and also has a large corporate client base for its housing related credit facilities. With its experience in the financial markets, a strong market reputation, large shareholder
base and unique consumer franchise, HDFC was ideally positioned to promote a bank in the Indian economic environment.

9.8 Technology

HDFC Bank operates in a highly automated environment in terms of information technology and communication systems. All the bank's branches have online connectivity, which enables the bank to offer speedy funds and transfer facilities to its customers. Multi-branch access is also provided to retail customers through the branch network and Automated Teller Machines (ATMs). ATM network can be accessed by all domestic and international Visa/MasterCard, Visa Electron/Maestro, Plus/Cirrus and American Express Credit/Charge cardholders.

The bank has made substantial efforts and investments in acquiring the best technology available internationally, to build the infrastructure for a world class bank. The bank's business is supported by scalable and robust systems which ensure that clients always get the finest services the bank offers. The bank has prioritized its engagement in technology and the internet as one of its key goals and has already made significant progress in web-enabling its core businesses. In each of its businesses, the bank has succeeded in leveraging its market position, expertise and technology to create a competitive advantage and build market share.

10.0 ICICI BANK

10.1 Historical Background

ICICI Bank was promoted in 1994 by ICICI Limited, an Indian financial institution, and a wholly-owned subsidiary. ICICI's shareholding in ICICI bank was reduced to 46 per cent through a public offering of shares in India in the fiscal year 1998. An equity offering in the form of American Depositary Receipts (ADRs) was listed on the NYSE (New York Stock Exchange) in the fiscal year 2000, ICICI Bank's acquired the Bank of Madura Limited in an all-stock amalgamation in the fiscal year 2001, and secondary market sales by ICICI to institutional investors took place in fiscal year 2001 and fiscal year 2002. ICICI was formed in 1955 at the initiative of the World Bank, the Government of India and representatives of Indian industry. The principal objective was to create a development financial institution for providing medium-term and long-term project financing to Indian businesses.
In the 1990s, ICICI transformed its business from a development financial institution offering only project finance to a diversified financial services group offering a wide variety of products and services, both directly and through a number of subsidiaries and affiliates like ICICI Bank. In 1999, ICICI became the first Indian company and the first bank or financial institution from non-Japan Asia to be listed on the NYSE.

10.2 Vision

To be the leading provider of financial services in India and a major global bank

10.3 Mission

The Bank leverages to people, technology, speed and financial capital to:

- Be the banker of first choice for out customers by delivering high quality, world class products and services.
- Expand the frontiers of our business globally.
- Play a proactive role in the full realization of India's potential.
- Maintain a healthy financial profile and diversify our earnings across business and geographies.
- Maintain high standards of governance and ethics.
- Contribute positively to the various countries and markets in which we operate.
- Create value for our stakeholders.

10.4 Merger of ICICI with ICICI Bank

The ICICI Bank and the ICICI, group companies, were operating as a "virtual universal bank", and offering a wide range of financial products and services. With the merger of the ICICI and two of its subsidiaries with the ICICI Bank, two organizations have been combined with complementary strengths and products and similar processes and operating architecture. The merger has combined the large capital base of the ICICI with the strong deposit raising capability of the ICICI Bank, giving the ICICI Bank improved ability to increase its market share in banking fees and commissions, while lowering the overall cost of funding through access to lower-cost retail deposits. The ICICI bank would now be able to fully leverage the strong corporate relationship that ICICI has built.
up, seamlessly providing the whole range of financial products and services to corporate clients.

The merger has also resulted in the integration of the retail finance operations of the ICICI, and its two merging subsidiaries, and the ICICI bank into one entity, creating an optimal structure for retail business and allowing the full range of asset and liability products to be offered to all retail customers.

10.5 Operational Decisions of ICICI Bank

Operational decisions of the ICICI Bank are designed to support business goals, and are flexible while at the same time, ensuring effective control and supervision and consistency in standards across business groups. It is divided into five principal groups-Retail Banking, Wholesale Banking, Project Finance & Special Assets Management, International Business and Corporate Centre. The Retail Banking Group comprises the ICICI Bank’s retail assets business including various retail credit products, retail liabilities (including ICICI own deposit accounts as well as distribution of third-part liability products) and rural micro banking. The Wholesale Banking Group comprises the ICICI Bank’s corporate banking business including credit products and banking services, with separate dedicated groups for large corporate, Government and public sector entities and emerging corporate giants. Treasury, Structured finance and credit portfolio management also form part of this group.

10.6 ICICI Bank Network

ICICI bank is India's second-largest bank with total assets of Rs. 4,736.47 billion as on 31, 2012 and profit after tax of Rs. 64.65 billion for the year ended March 31, 2012. The bank has a network of 2,774 branches and 10,021 ATMs in India, and has a presence in 19 countries, including India. The bank currently has subsidiaries in the United Kingdom, Russia and Canada, branches in United States, Singapore, Bahrain, Hong Kong, Sri Lanka, Qatar and Dubai International Finance Centre and representative offices in United Arab Emirates, China, South Africa, Bangladesh, Thailand, Malaysia and Indonesia. UK subsidiary has established branches in Belgium and Germany. ICICI Bank offers a wide range of banking products and financial services to corporate and retail customers through a variety of delivery channels and through its specialised subsidiaries in the areas
of investment banking, life and non-life insurance, venture capital and asset management.  
11.0 ING VYSYS BANK
11.1 Historical Background

ING Vysya Bank Ltd., is an entity formed with the coming together of erstwhile, Vysya Bank Ltd, a premier bank in the Indian Private Sector and a global financial powerhouse, ING of Dutch origin, during Oct 2002. The origin of the erstwhile Vysya Bank was pretty humble. It was in the year 1930 that a team of visionaries came together to found a bank that would extend a helping hand to those who weren't privileged enough to enjoy banking services. It's been a long journey since then and the bank has grown in size and stature to encompass every area of present-day banking activity and has carved a distinct identity of being India's Premier Private Sector Bank.

In 1980, the bank completed fifty years of service to the nation and post 1985, the bank made rapid strides to reach the coveted position of being the number one private sector bank. In 1990, the bank completed its Diamond Jubilee year. At the Diamond Jubilee Celebrations, the then Finance Minister, Prof. Madhu Dandavate, had termed the performance of the bank 'Stupendous'. The 75th anniversary, the Platinum Jubilee of the bank, was celebrated during 2005.

11.2 Vision

Vision of ING Vysya Bank is to make compliance systems a more effective part in the business.

11.3 Mission

ING's mission is to be a leading, global, client-focused, innovative and low-cost provider of financial services through the distribution channels of the client's preference in markets where ING can create value.

11.4 Infrastructure

ING VYSYA Bank head office is situated in Bangalore. ING house contains the board room, offices for senior mgmt and a number of corporate departments. The building was designed to reflect the image of ING VYSYA as an innovative, transparent, dynamic and sustainable Bank. The open plan and glass walls help facilitate communication across departments & complement dedication to transparency. The ING VYSYA house has an auditorium, a foyer,
restaurant, library, conference rooms & parking spaces. The total office space is reserved for "flexible" work stations, which give employees the chance to change their working environment.

11.5 The New Identity

The immediate benefit to the bank, ING Vysya Bank, has been the pride of having become a Member of the global financial giant, ING. As at the end of the year December 2008, ING's total assets exceeded 1332 billion Euros. It employed over 125000 people, and served over 85 million customers across 50 countries. The global identity coupled with the back up of a financial powerhouse and the status of being the first Indian International Bank, would also help to enhance productivity and profitability, resulting in improved performance of the bank, for the benefit of all the stakeholders.

11.6 Nature of the Business Carried

ING Vysya (a group terminology) has 3 businesses in India, ING Vysya Life Insurance, ING Vysya Bank and ING Vysya Mutual Fund. ING Vysya Bank is a premier private sector bank with a 70-year heritage and 1.5 million satisfied customers. ING Vysya Mutual Fund is a midsized asset management company with a retail investor focus. ING Vysya is a global service provider in banking and insurance sector.

11.7 ING Vysya Mutual Funds

ING Vysya Mutual Funds brings with it the vast international experience and professional expertise of the ING Group. With presence in eight cities across the country, and over Rs.1600 crores of Assets under Management, ING Vysya Mutual Fund aims to provide investors with the most practical and secure investment opportunities to invest their valuable savings. This is combined with a range of innovative options to deliver healthy returns combined with a high degree of security. Currently, the fund offers four equity, five debt and two hybrid schemes to its investors.

11.8 ING Vysya Life Insurance

IVL. Co private limited entered Pvt., life insurance industry in India in sep 2001, & in a short span of three and a half years has established itself as a distinctive life insurance brand with an innovative, attractive and customer friendly product portfolio and a professional advisor force. It also distributes
products in close co-operation with the IVB network. Currently it has over 10,000 advisors in 30 cities across the country and over 1,000 employees. The company has 1,50,000 customers as on date and achieved an income of Rs.150 crore in the year ending 31st Dec 2004.

IVL insurance is a joint venture between ING insurance international, by a part of ING group, the world’s second largest life insurance co. (fortune global 500,2004), ING Vysya bank, with 2 million customers and over 400 outlets and GMR industries limited, part of GMR group also based in Bangalore and involved in the field of power generation infrastructure development and several other business.

12.0 KARUR VYSYA BANK

12.1 Historical background

Commercial banking in India can boast of a history of about 200 years. The Karur Vysya Bank Limited, popularly known as KVB, was set up in 1916 by two great visionaries and illustrious sons of Karur, the Late Shri M A Venkatarama Chettiar and the Late Shri Athi Krishna Chettiar. It was established to inculcate the habit of savings and provide financial assistance to traders and small agriculturists in and around Karur, a textile town in Tamil Nadu. Though the bank started with a seed capital of Rs.1 lakh, it has withstood innumerable changes and challenges in the past few decades. It has profitably emerged as one of the leading banks in India without compromising on its fundamentals.

The bank is professionally managed and guided by the Board of Directors drawn from different fields with vision, experience, knowledge and business acumen. Shedding its inherent regional flavor, the bank has now spread its wings far and wide with over 320 branches in 13 States and 3 Union Territories in order to gain a pan India presence. The bank has been conducting its affairs meticulously to conform to all the prudential norms and exacting statutory regulations. KVB has consistently maintained strong fundamentals with a higher percentage of Capital Adequacy Ratio than mandated by the RBI. KVB has also been generating profits and rewarding its stakeholders with handsome dividends since inception.
12.2 Vision
Delight customers continually by blending tradition with technology to deliver innovative products and services at affordable rates through a pan India branch network.

12.3 Mission
- Adapt technology to introduce innovative products and services as well as increase the value of products on an on-going basis and provide them at reasonable rates.
- Expand branch network to reach the top business centres, besides un-banked and under banked areas in the country.
- Strengthen the financials through effective deployment of funds and ensuring financial discipline while adhering to the regulator's guidelines.
- Update the knowledge and skills of the human capital to provide quality customer support.

12.4 Branch and ATM Network
The bank had a branch network of 470 branches and ATM network of 983 ATMs. Bank plans to improve the branch network to 570 by the end of the financial year 2012-13. During the financial year 2012-13, the bank has opened 8 new branches and 158 ATMs. Their 1000th ATM was inaugurated on 5th October 2012 at Mahabubnagar. The bank expanded employees’ strength from 4574 to 5673 as on March 31, 2012.

12.5 Financial Landmarks of the Bank
Total business of the bank was at Rs. 56316 crores with total deposits at Rs. 32111 crores and total advances at Rs. 24205 crores.
- The net profit of the bank for fiscal 2011-12 was Rs. 501.72 crores
- The net owned funds of the bank are Rs. 2708.22 crores
- The bank has a Capital Adequacy Ratio of 14.33 per cent (Basel II) as against the RBI stipulated norm of 9 per cent.
- The net NPA was at 0.33 per cent.
- The bank has been earning profits since inception and has been declaring dividend uninterruptedly.
• The bank has declared cent per cent dividend since 2003-04. Since 2007-08, the dividend was 120 per cent. It has been proposed to declare a dividend of 140 per cent for 2011-12.

12.6 Technological Accomplishments

KVB is one of the earliest banks in the country to achieve full networking of its branches under Core Banking Solutions, offering services through alternate delivery channels.

• Any branch banking
• Multicity account facilities for both current and savings bank customers
• Internet banking
• On-line utility bill payments and shopping facilities
• On-line payment of electricity bill in Tamilnadu through Net Banking
• e-commerce facilities
• Mobile Banking with Interbank Mobile Payment Services enabled by NPCI
• Point of sale machines
• Real Time Gross Settlement (RTGS) and National Electronic Funds Transfer (NEFT) facilities at all branches
• VISA and Master card and Debit card facility with a card base of over 2 million
• On-line rail and air ticket booking using KVB VISA Debit card
• VISA enabled Gift and Travel Cards
• Access to over 850 KVB ATMs and over 13000 domestic ATMs and over 1 million VISA ATMs worldwide
• Card to card and card to account transfer of funds through KVB ATMs
• Payment of institutional fees through ATMs
• 24 X 7 toll free professional help desk services for all ATM, Internet Banking, Mobile Banking and e-commerce transactions
12.7 Banking and Para Banking Services

- KVB offers several deposit and loan products, tailor-made to cater to the specific needs of customers.
- The bank offers NRE / FCNR deposits and remittance services to NRIs.
- The bank offers all types of general insurance policies through a tie-up with M/s Bajaj Allianz General Insurance Company.
- The bank offers life insurance policies through a tie-up with M/s Birla Sun Life Insurance Company.
- The bank distributes the mutual fund products of UTI, SBI MF, Reliance MF, Sundaram BNP Paribas MF, Birla Sunlife MF, Franklin Templeton MF and LIC MF.
- The Bank is a Depository Participant through NSDL and opens DEMAT accounts.
- ASBA facility is available.
- Off-line and on-line trading facility is available to the demat customers enabled through a tie-up with M/s Religare Securities Ltd and M/s IDBI Caps respectively.
- KVB is one of the authorized banks to open accounts under the New Pension Scheme.
- KVB POS terminal facility is available at merchant establishments.
- KVB sells pure 24 carat Assay certified Gold Coins and bars and silver coins and bars.

12.8 Future Out Look

The bank has in place robust risk management systems and adheres to the tenets of corporate governance. The bank is well-equipped to boldly take up the challenges in the industry and emerge as a top-notch one-stop-shop techie financial supermarket. KVB will continue its endeavors' to bring the best of products and services to its customers to emerge as the techie bank that provides the gateway to smart way to bank.
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