



**Reward-Risk Trade-off in  
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**Banking on Intellectual Capital**

**Bank Marketing in India**

**Managerial Perception Towards NPAs**

**Banking Pattern of  
"Visually Challenged (VC) Customers"  
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**Role of Life Insurance as a Value Catalyst in  
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**National Institute of Bank Management**

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### *Speech*

- \* **Reward-Risk Trade-off in Leveraging Banking Technology**  
*✍ V K Sharma*

### *Articles*

- \* **Banking on Intellectual Capital**  
*✍ B V Sangvikar & Mukta Samtani*

With the shift from the Industrial Age to the Information Age, organizations need a new set of tools to navigate in this competitive landscape. The tools utilized to succeed and excel in the industrial era have become redundant as the importance of physical assets has gone down considerably and controlling vast stretches of land or umpteen factories is no longer viewed as competitive advantage. What is valued the most today are ideas, networks, relationships, etc. Riding on the competitive advantage provided by these factors, the young companies are successfully competing against the decade old giants. Intellectual Capital is the term that has been coined to describe the intangibility and fungibility of such assets and they form the core of this knowledge economy. Intangible or Knowledge assets cannot be touched or seen but can be felt and they produce a stream of cash flows. However, there is less clarity as to what exactly constitutes intellectual capital and why is it important. Examining the case of Indian banks, the paper aims to clarify the concept of intellectual capital and how is it significant to the organizations in the current external environment.

- \* **Bank Marketing in India**  
*✍ V V Ravi Kumar*

Severe competition in the industry has forced banks to adopt some form of marketing strategy and structure in India. It only continues to evolve with newer technologies coming to the forefront.

- \* **Managerial Perception Towards NPAs**  
*✍ Harpreet Kaur*

The issue of Non-Performing Assets in the financial sector has been an area of concern for all economies and reduction in NPAs has become synonymous with functional efficiency of financial intermediaries. The essential component of a sound NPA management system is quick identification of non-performing advances, their containment at minimum levels ensuring that their impingement on the financials is minimum. Present study aims at knowing the perception of branch managers regarding NPAs. For this purpose a sample

of 120 managers working in various branches of public sector banks in Punjab was selected on the basis of stratified sampling. Data collection was done with the help of pre-tested questionnaire. The study found that majority of managers were aware of the concept of NPAs and also viewed that the level of NPAs was quite high in comparison with international norms. Business uncertainties, dishonest borrowers, lack of follow-up and project evaluation were considered as major factors responsible for NPAs. Industry and agriculture sectors were highlighted as sectors with the largest NPAs by managers. Follow-up, compromise settlements, proper review of loans, etc were suggested as important measures to prevent an account from becoming NPA. Almost all the managers had knowledge about the recently incorporated Securitization Act and they were found to be highly convinced regarding the usefulness of the Act for recovery of dues.

✱ **Banking Pattern of "Visually Challenged (VC) Customers" and their Perception towards Inclusive Banking Solutions offered to them by Banks in India**

✍ *Vinod Kumar G*

To examine the visually challenged customers' banking pattern and their perception towards the inclusive banking solutions offered by the degree to which banks are supportive and approachable to offer inclusive banking solution. This paper investigates the Visually Challenged (VC) customers' banking potential and their level of consumption. It is a descriptive research based on empirical study that purely rests on the primary source of data for its critical analysis. The research adopted survey method using structured questionnaire through personally administered approach to find out the perception of VC customer segment in India. The study revealed the unfavourable response from the bankers' towards VC customers as special category customers. The unfavourable response is largely attributed to banks' reluctance to offer extra facilities and customized services. The findings also reveal that the visually challenged customers show huge interest in consuming banking services and have lots of potential to bank. The key findings of this research will create awareness among the Indian bankers on the service requirements of the visually challenged customer segments and their opinion towards current banking services offered.

✱ **Role of Life Insurance as a Value Catalyst in Bridging Family Needs *vis-a-vis* Family Wants**

✍ *C V Gopal*

Life insurance in popular percept is bought for a family's security or as a long term savings or for warding off the incidence of income tax on one's income or for the purpose of collateral security when a property is purchased. In the current paper, the researcher goes beyond these aspects and analyses it with Maslow's Hierarchy of Needs and Milton Rokeach's List of Values, giving it a Family Orientation Twist and concludes that it is more meaningful to purchase Life Insurance during all the stages in one's family life and describes how it fructifies to pave way for the higher-order values after satiating the lower-order needs.