



**When Creative Talent Meets Dynamic Leadership:
A New HR Growth Model for
'Bank of the Future'**

**Identification of Factors Influencing
Rural Trust on Banking Services:
Application of Factor Analysis**

**Project Finance:
Is it the Right Funding Strategy for India's
Infrastructure Assets Implication for Bankers**

**Cyber Crimes in India:
An Overview of Frauds in Banking Industry**



National Institute of Bank Management

Articles

* **When Creative Talent Meets Dynamic Leadership:
A New HR Growth Model for 'Bank of the Future'**

✍ *G S Bhaskara Rao*

Viewing the developments that are taking place in the banking landscape and the challenges that are being faced by the banks from the HR perspective, it is quite imperative for the banks to infuse 'Creative Talent' who can transform the 'modern banks' to 'Bank of the Future' and such creative talent is the demographic dividend to the 'Bank of the Future'. At another level, the banks should nurture dynamic leadership across various hierarchies of the organization. The dynamic leaders convey the mission and sense of purpose to the organization and they serve as role models and develop the people in the organization and engage them in highly visible ways. The banks, have realized the need for building dynamic leadership and creative talents in its readiness to become 'Bank of the Future'; have been laying more and more focus on evolving a multi-dimensional and robust growth model for developing their middle and senior management functionaries and to infuse some contemporary and creative talents from within and outside job market. However, an integrated approach in which these two vital endeavours are combined and complemented with each other in a most balanced way, shall provide a winning combination on Talent and Leadership front and such an approach will herald a new growth model for 'Bank of the Future'.

* **Identification of Factors Influencing Rural Trust on
Banking Services: Application of Factor Analysis**

✍ *Selvakumar M, Siva Murugan K & Sathyalakshmi V*

Trust is an element of crucial importance in bank marketing and is becoming a differentiating factor due to the effects of the financial and economic crisis. Trust is a very important matter for banking. Customers have to trust the bank and its promised reliability. Trust is a strategic factor in creating a balanced and persistent operation for both individual banks and the banking sector on the whole. This paper aims to explore some of those attributes that are relevant for consumers trust in banks.

* **Project Finance: Is it the Right Funding Strategy for
India's Infrastructure Assets Implication for Bankers**

✍ *Vikas Srivastava*

Given the quantum of investment required in Infrastructure Sector and inadequacy of other long term sources of funds, banks particularly public sector banks have become the primary source of long term risk capital for Infrastructure Assets. Most of the funding is with a very high debt equity ratio. The author argues that for large capital intensive projects, internationally also, Project Finance, where projects are funded with high debt and repayments depend on cash flows from the project with contracts acting as second line of defence, is the preferred mechanism. Most of the time such projects are Utilities and cash

flows pay back debt and equity easily. The advantage of project finance is that it permits optimum risk sharing and allocation and gives the lender a higher degree of control on project cash flows and assets. However, research data suggests that this funding in a politically, regulatory and environmentally unstable environment like India has resulted in high and unsustainable corporate leverages leading to deterioration in asset quality in the books of the banks. The author suggests that banks in India have a greater responsibility to prepare a contingent second line of defence in terms of ensuring repayment, while funding such projects because of a difficult business environment in the country.

* **Cyber Crimes in India: An Overview of Frauds in Banking Industry**

✍ *Hardarshan Kaur & Navkiranjit Kaur Dhaliwal*

The use of technology has given way to progressive development. But the heavy dependence on digital tools in various fields has also resulted in new form of crime called cyber crime. The banking industry in India is one of the sectors where information technology has become an integral part. Along with the growing trend of adoption of technology in banking industry, the number of banking scams has also been on the rise affecting more and more people using banking technology tools. Thus, the Indian Banking system opens itself to various crimes when it is connected to a network. The present study is an attempt to study the conceptual and legal framework for cyber crimes in India. It also studies the cyber crimes in Indian banking industry and provides suggestions to overcome the same.