



Strategic Debt Restructuring and Loan Recovery

**Best Practices for Group Mode of Financing:
Lessons from Corporation Bank**

**Musings on Leadership:
Lessons from The Great Hanuman**

**Factors Influencing Quality of
Work Life of Employees of
Private Sector Commercial Banks**



National Institute of Bank Management

Articles

* **Strategic Debt Restructuring and Loan Recovery**

✍ *V S Kaveri*

Recently, the Reserve Bank of India (RBI) decided to withdraw the Regulatory Forbearance Clause under the Corporate Debt Restructuring (CDR) mechanism. Consequently, many of the restructured standard assets have now fallen into the non-performing asset (NPA) category. Further, banks developed less preference to refer cases to the CDR Cell. To strengthen the CDR scheme and also to facilitate banks to get management control over financially troubled restructured corporates for the purpose of loan recovery, the RBI introduced Strategic Debt Restructuring (SDR) on June 8, 2015, permitting banks to convert their dues into equity and replace inefficient/dishonest management. After such conversion, banks can identify a new promoter to manage the affairs of the corporates by transferring their shareholding towards loan recovery. Though this is a welcome step from the RBI for recovery of bank dues, a cautious approach is called for. The present article examines the unique features of SDR in detail and offers certain suggestions for its effective implementation.

* **Best Practices for Group Mode of Financing: Lessons from Corporation Bank**

✍ *P Selvaraj*

Fisheries, an allied activity to agriculture, is an important sector in the country as it provides cheap protein, valuable foreign exchange and employment to huge population. When compared to all other sections of our society, the fishing community is highly underdeveloped and still in the clutches of moneylenders. Especially so, the fisherwomen are socially backward and live below the poverty line. However, intervention by a commercial bank through JLG has changed the socio-economic status of this community. The fisherwomen of Udupi district of Karnataka have proved that they are credit-worthy and bankable. They have developed a successful banking model, like a lighthouse on a seashore. This paper details the process, secrets of success and social changes which can be replicable to other fisherwomen as well as by their agriculture counterparts in other states and even countries.

* **Musings on Leadership: Lessons from The Great Hanuman**

✍ *Dinesh Kumar & Jyotirmaya Mahapatra*

If we look at Hindu mythology, we find that it is already full of principles of management, including the principles of HRD used in the era of LPG (liberalisation, privatisation and globalisation). The principles adopted in 'Bhagwad Gita' and 'Ramayana' are equally applicable in modern day management. The relationship between Ram and Hanuman in Ramayana was the same as it now exists between the CEO and human resource (HR) manager of MNCs at the corporate level or between a regional manager and HR manager at a regional level in a bank. Hanuman, the gatekeeper of Ram Darbar, is an example of 'dasyaa bhakti' with 'nishkama karma', who is completely dedicated to his work. An organisation's success story cannot be imagined without the success story of its HR in the same way as Ram's story cannot be imagined without the success story Hanuman. No HR system or process can be successful unless its success is credited to the account of the organisational

head in the same way as Hanuman's humbleness in giving credit of all his success to Ram. This article is an attempt to explore the various attributes of Lord Hanuman and how these can be useful in the professional life of a HR manager in today's organisation.

* **Factors Influencing Quality of Work Life of Employees of Private Sector Commercial Banks**

✉ M Selvakumar, S Manjula, V Sathyalakshmi & K Siva Murugan

Quality of work life is a relatively new concept in the field of organisational behaviour. It has recently emerged as an important area of concern. Quality of work life is a generic phrase that covers a person's feeling about every dimension of work, including economic rewards and benefits, security, safe and healthy working conditions, organisational and interpersonal relationships and their intrinsic meaning in a person's life. More specifically, it is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives. This paper tries to analyse the factors influencing quality of work life of employees of private sector commercial banks in Virudhunagar district by using factor analysis.

In this study, 413 employees were contacted and data collected through a questionnaire framed by the researcher. The data were analysed by percentage and factor analysis using Statistical Package for Social Sciences (SPSS). The results of factor analysis reveal that self development, constitutional guarantees, organisation culture and climate, benefits and facilities, career development, work - life balance, social integration and fair payment are the factors that influence the quality of work life of employees in private sector banks in Virudhunagar district.