



**Changing Landscape of Banking:
A Futuristic Perspective**
Ashwani Kumar

**Regulatory, Technological and
Human Resource Challenges for
Enhancing Effectiveness of Indian Banks**
Usha Ananthasubramanian

**Transformation of Corporate Governance in
Public Sector Banks**
K Srinivasa Rao

**Payment and Small Finance Banks –
A Step to Foster Financial Inclusion**
M Ramamoorthy



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Articles

- **Changing Landscape of Banking: A Futuristic Perspective**

– *Ashwani Kumar*

Banking has undergone major changes in recent times. The primary concern for the Reserve Bank of India, the Government of India and the banking sector is the management of stressed assets and the recapitalization of banks. The introduction of the Insolvency and Bankruptcy Code (IBC) is expected to help in improving the asset quality of the banks. Also, the role of technology in banking has assumed prime importance in recent times. This has led to the emergence of fin-tech companies capable of disrupting the banks' traditional business models. Therefore, banks will need to proactively manage the disruptive forces in banking and build on their competitive strengths to prosper in times to come.

- **Regulatory, Technological and Human Resource Challenges for Enhancing Effectiveness of Indian Banks**

– *Usha Ananthasubramanian*

The global banking landscape has changed rapidly and the Indian banking industry needs to undergo a transformation to keep pace with the changes in the macro-environment. The regulatory changes in banking (e.g. Basel III norms) coupled with the need for integrating risk management in decision making processes will become the need of the hour going forward. While technology is expected to help banks fulfill the mandate for financial inclusion, the cyber threats and security risks will have to be prudently managed. Human resources can become the most prized assets for the banks but the need of the hour is to engage employees through better performance measurement systems, more effective training and development, and better policies for enhancing the role of governance.

- **Transformation of Corporate Governance in Public Sector Banks**

– *K Srinivasa Rao*

The management of NPAs should not be seen in isolation but in the larger context of corporate governance in banks. The author stresses the importance of decision support systems that may lead to lacunae in decision making. The evolution of corporate governance in banks and its significance in the wake of Basel Committee's revised principles relating to corporate governance, provide an interesting backdrop. The constraints that PSU banks face with regard to corporate governance are discussed and suitable remedies suggested for better implementation of governance.

- **Payment and Small Finance Banks – A Step to Foster Financial Inclusion**

– *M Ramamoorthy*

The RBI guidelines for payment banks have been analysed by the author to explain the opportunities and challenges from the perspective of the payment banks. The increasing competitiveness of the banking sector with the entry of payment banks need to be interpreted in the light of the RBI policies. A similar analysis has been offered for the small finance banks as well. Thereafter, the impact of payment banks and small finance banks on financial inclusion has been explained with the help of a SWOT analysis.