

**Speech - Implementation Challenges in Basel II Framework - V Leeladhar****Articles****Stress Testing on Indian Banking Sector : A Policy Framework**

- *B G Manjunatha & Arun Kumar Misra*

Financial reform measures, initiated over the years, have increased the vulnerability of domestic financial system, in general, and banking sector, in particular. The present risk management practices have made provision to bear normal risks, arising out of normal upheavals of macroeconomic and financial sector. However, in recent years, emerging market economies, like India, witnessed an abnormally high volatility in financial prices, exposing the banking sector to possible financial crisis. This article has put forward a policy framework and methodology to factor abnormal volatility into the overall process of risk management through stress testing technique.

**Mandate of the Customer and the Paying Banker : Legal Perspective**

- *P Vasantha Kumar*

Despite precautions taken, any banker would vouchsafe that the risk of forgery is ever present. The prowler normally chooses the rush hour – the weakest time of a branch banker. The remedy, as in the case of cancer, is not found readily. There are plethora of case laws where the banks have failed to elicit the support of the courts; though the pleas are non-legal, decisions are strictly legal. Brown vs. Westminster Bank is a grand case study, which illustrates that (a) there is no short-cut for the remedy, and (b) painstaking efforts are required to prevent any unfortunate event. However, if one looks at the episode, it is finally the mantra of customer orientation that prevails; the branch banker is primed for that from early days of banking career. Many bankers have done what Mr. Mulvey or Mr. Smith had done for their banks and continue to do, but have gone unreported; these unsung bankers should be the torch-bearers in this magnificent profession.

**Managerial Skills : A Practitioners' View**

- *S B Singh*

Branch Heads/Managers are the focal points of banks who are not only responsible for their own performance but also of their teams. For achieving the desired results, managers have to interact with various stakeholders such as Customers, Executives and Top Management, Employees and Peers. Therefore, these managers must develop certain critical skills for successful accomplishment of their assignments. The critical skills are Communication, Listening, Learning, Sharing and Negotiating. This write up attempts to make an analysis of these skills so that they can be systematically inculcated and methodically used by the practising managers for discharging their duties efficiently.

**Towards 'High-performing Organizations' : An Hr Perspective**

- *G S Bhaskara Rao*

As the environment changes, every organization including banks must realign their strategies for survival and growth. The increasing competitive environment in India, in a way, compel banks to seriously consider 'performance' and transform themselves into 'High-Performing organizations'. While there are several factors influencing performance, of them human factor is undoubtedly critical. This paper is an attempt to explore the issues in people management. It needs no emphasis that no organization can think of high performance in the absence of a responsive HRM system.

**Notes & Comments****Participatory Notes : Under Scan of SEBI**

- *R K Sinha*