

केनरा बैंक  
Canara Bank  
Kot Verma and Associates - Bank

केनरा बैंक की द्विमासिक गृह पत्रिका  
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केनरा ब्यांक्  
प्रमुख कार्यालय  
प्रधान कार्यालय

केनरा बैंक  
(एनएचएस) का सदस्य  
Kot Verma and Associates  
प्रधान कार्यालय

Canara Bank  
A Government of India Undertaking  
Head Office

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प्रमुख कार्यालय

प्रगति के पथ पर  
साथ-साथ

A Great Coming Together  
to March Ahead





दिनांक 04.03.2020 को प्रबंध निदेशक व मुख्य कार्यपालक अधिकारी, श्री एल वी प्रभाकर अंचल कार्यालय, हैदराबाद के दौरे के समय कर्मचारियों को सम्बोधित करते हुए।

Sri L V Prabhakar, MD & CEO addressing the staff members during his visit to Circle Office, Hyderabad on 04.03.2020.



दिनांक 09.03.2020 को अंतरराष्ट्रीय महिला दिवस समारोह के दौरान केनरा विद्याज्योति छात्रवृत्ति की लाभार्थियों के साथ प्रबंध निदेशक व मुख्य कार्यपालक अधिकारी, श्री एल वी प्रभाकर और कार्यपालक निदेशक, श्री एम वी राव तथा सुश्री ए मणिमेखलै।

Sri L V Prabhakar, MD & CEO, Sri M V Rao and Ms. A Manimekhalai EDs are seen along with recipients of Canara Vidyajyothi Scholarships during Inter National Women's day celebration on 09.03.2020.



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## प्रबंध निदेशक व मुख्य कार्यपालक अधिकारी का संदेश



## MD & CEO's Message

प्रिय केनराइट्स,

यह केनरा और सिंडिकेट बैंकों दोनों के इतिहास में एकीकृत इकाई बनने का एक शानदार क्षण है। दोनों बैंकों ने साधारण शुरुआत और ग्राहक सेवा की समृद्ध विरासत से बैंकिंग के इतिहास में कई उपलब्धियां हासिल की हैं। एक साथ आने से हमारी बैंकिंग प्रणाली की बुनियादी बातों को और मजबूती मिलेगी।

दोनों बैंकों द्वारा एक इकाई के रूप में संचालन शुरू करने में मदद करने के लिए आप सभी द्वारा किए गए महत्वपूर्ण प्रयास की मैं सराहना करता हूं। दोनों बैंकों की सर्वोत्तम सुविधाओं के साथ ग्राहकों का सहज अनुभव सम्मिलित इकाई के लिए एकीकृत ब्रांडिंग बनाने में सर्वोपरि होगा। हमें दोनों बैंकों के ग्राहकों की जरूरतों को पूरा करने और किसी भी आशंका को दूर करने की आवश्यकता है, जो समामेलन के प्रारंभिक चरण के दौरान उत्पन्न हो सकती है।

प्रशिक्षण उन प्रमुख क्षेत्रों में से एक है जहाँ हमें अधिक जोर देने की आवश्यकता है। कौशल और ज्ञान आधारित प्रशिक्षण कार्य और अच्छे नेतृत्व में प्रभावकारिता विकसित करने के लिए महत्वपूर्ण है। मैं सभी से अनुरोध करता हूं कि काम के सुचारू प्रवाह के लिए एकीकृत बैंक की प्रणालियों और प्रक्रियाओं से परिचित हों।

कोविड -19 महामारी ने विश्व में और वित्तीय क्षेत्रों को अत्यधिक प्रभावित किया, इसका असर हमारी बैंकिंग प्रणाली पर भी पड़ा है। इसने हमारे देश की सभी प्रमुख आर्थिक गतिविधियों को प्रभावित किया है। अर्थव्यवस्था को आगे बढ़ाने के लिए, बैंकों पर बहुत बड़ी जिम्मेदारी है। हमें इस अवसर पर तत्पर होना होगा और सरकारी दिशानिर्देशों के अनुरूप जरूरतमंदों को आसान ऋण प्रवाह सुनिश्चित करना होगा।

समामेलन की प्रारंभिक अवधि में कई चुनौतियाँ होंगी। इन चुनौतियों के बावजूद, हमें अपने बैंक के विकास की दिशा में एक टीम के रूप में काम करना जारी रखना है और नए जोश और उत्साह के साथ नई इकाई का समर्थन करना है, जिससे हमारा बैंक एक मजबूत और शक्तिशाली वित्तीय संस्थान बन सके।

मैं पूरी ईमानदारी से टीम केनराइट्स में शामिल होने के लिए सभी सिंडियंस का स्वागत करता हूं। यह गंगा नदी के साथ यमुना नदी के संगम की तरह है, जो गंगा नदी के रूप में आगे बहती है, जो अपने किनारे की आबादी की जरूरतों को पूरा करती है।

हार्दिक शुभकामनाओं सहित

एल वी प्रभाकर

प्रबंध निदेशक व मुख्य कार्यपालक अधिकारी

Dear Canarites,

It has been a magnificent moment in the history of both Canara and Syndicate banks to become a unified entity. Both the banks, having humble beginnings and a rich heritage of customer care and service have achieved many milestones in the history of banking. This great coming together would further strengthen the fundamentals of our banking system.

I appreciate the significant effort put in by all of you to help the two banks begin operating as one. The seamless experience of the customers with best features of both banks is paramount in creating a unified branding for the amalgamated entity. We need to cater to the needs of the customers of both banks and clear any apprehensions, which might arise during the initial phase of transition.

Training is one of the key areas where we need to give more thrust. Skill and knowledge based training is fundamental to develop efficacy in work and good leadership. I request everyone to acquaint with the unified systems and procedures of the amalgamated Bank for the smooth flow of work.

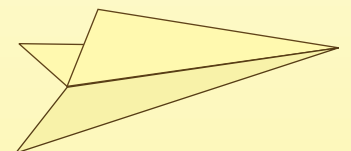
The COVID-19 pandemic, rattled the world and financial sectors across the globe, has its impact on our banking system too. It has affected all the major economic activities in our country. To keep the economy moving forward, the responsibility on the banks is very huge. We have to rise to the occasion and ensure easy credit flow to the needy in tune with government guidelines.

There will be multiple challenges in the initial period of amalgamation. Despite these challenges, we have to continue working as a team towards the growth of our bank and support the new entity with renewed vigour & zest thereby making our bank a stronger and powerful financial institution.

I wholeheartedly welcome all Syndians to join team Canarites. It is like Sangamam of the Yamuna River with the River Ganga, which flows further as River Ganga, fulfilling the needs of the population along its banks.

With warm regards

L V Prabhakar  
MD & CEO





## विलयन

जब पानी की दो या अधिक धाराएं मिलती हैं, तो इसे संगम कहा जाता है। यह तब होता है जब दो या दो से अधिक नदियां मिलकर पानी की एकल धारा बनाती हैं। हमारे देश में, पवित्र गंगा नदी का अस्तित्व देवप्रयाग में भागीरथी और अलकनंदा नदियों द्वारा निर्मित संगम के कारण होता है। इसके अलावा, इलाहाबाद शहर के पास, यमुना नदी गंगा में मिलती है और दोनों जगह तीर्थयात्रियों के लिए पवित्र स्थल हैं। अलग-अलग रंग और विशेषताओं वाली नदियाँ एक ही इकाई में हमेशा के लिए विलीन हो जाएंगी, जिसके बाद कोई भी पानी को अलग नहीं कर पाएगा। नदियाँ आपने साथ विभिन्न प्रकार की गाद ले जा रही होंगी और जुड़ने की प्रक्रिया में, वे अधिक उपजाऊ वातावरण प्रदान करती हैं। अब नदी की अपने भीतर पूर्ण सामंजस्य के साथ भूमि के प्रति एक सामूहिक जिम्मेदारी है। पानी के प्रवाह में एक नया तालमेल और बल होगा। केनरा बैंक और सिंडिकेट बैंक के सुंदर संगम के साक्षी और इसका हिस्सा बनकर हम भाग्यशाली हैं।

एक ही मिट्टी में पैदा हुए दो महान संस्थानों का समामेलन एक बेहतर बैंकिंग अनुभव का मार्ग प्रशस्त करेगा। भविष्य अत्यधिक चुनौतीपूर्ण लगता है और साथ ही, यह समामेलित इकाई के लिए अवसरों की अधिकता उत्पन्न करेगा। चूंकि यह दो समान संगठनों का एकीकरण है, इसलिए हमारे बैंक का विकास अखंडनीय रूप से अपरिवर्तित अनुभव के साथ सबसे बेहतर ब्रांड के लिए होगा।

महामारी कोविड -19 के भारी प्रभाव ने दुनिया भर में अर्थव्यवस्था का पतन किया है और लगभग सभी क्षेत्रों में इसकी लहर दिखाई दे रही है। आइए इस नई इकाई को इस प्रचंड समय के दौरान एक नए स्तर पर पल्लवित होने दें और शानदार परिणाम लाएं।

श्रेयस पत्रिका का वर्तमान अंक हमारे कई पाठकों के योगदान के साथ समामेलन विशेषांक के रूप में प्रकाशित हुआ है। हम इस संस्करण को लाने में आप में से हर एक के सहयोग को स्वीकार करते हैं। कृपया अपने लेख, बहुमूल्य सुझाव और प्रतिक्रिया [hohml@canarabank.com](mailto:hohml@canarabank.com) पर प्रेषित करें

## एस देवनारायणन

संपादक

## Merger

When two or more bodies of water meet, its called a confluence. This occurs when two or more rivers combine to form a single channel of water. In our country, the holy Ganges River owes its existence to the confluence formed by Bhagirathi and Alaknanda rivers at Devaprayag. In addition, near the town of Allahabad, the Yamuna River flows into the Ganges and both places are sacred sites for Pilgrimages. The rivers having different colour and characteristics shall merge into a single entity forever, after which nobody will be able to separate or distinguish the waters. The rivers shall be carrying silt of different kind and in the process of joining, they provide a more fertile environment. Now the river has a collective responsibility towards the land with complete harmony within itself. There shall be a new synergy and force in the flow of water. We are fortunate now to witness the beautiful confluence of Canara Bank and Syndicate Bank and to be a part of it.

The amalgamation of two great institutions those were born in the same soil will pave the way for a better banking experience. The future looks highly challenging and at the same time, it brings a plethora of opportunities for the amalgamated entity. Since it is an integration of two identical organisations, the evolution of our bank to a most superior brand with intermixing of elements from both sides will irrefutably be an unruffled experience.

The heavy impact of the Pandemic Covid-19 has plummeted the economy worldwide and its ripples are visible in almost all sectors. Let this new entity blossom to a new level during these tempestuous times and bring splendid results.

The present issue of the Shreyas magazine is published as amalgamation special with contribution from many of our readers. We acknowledge the support of each one of you in bringing out this edition. Kindly send your articles, valuable suggestions and feedback to [hohml@canarabank.com](mailto:hohml@canarabank.com).

S Devanarayanan

Editor



## MERGER of Canara Bank & Syndicate Bank

My memory goes back to the days when I had joined the Canara Bank, fresh after my Graduation. It was at the end of the year 1970. The Nationalisation which had happened in 1969 was a boon to the middle and lower strata of the society. Banking earlier was supposedly meant for the upper class of the society. Nationalisation brought the banking industry to the rural and not so affluent segment of the society.

Gradually I learnt banking and also learnt about the history of the Bank and its origin. I was surprised to learn that a coastal district of Karnataka was the birth place for many banks which have grown in size and occupied a prominent place in the Banking industry.

In 70s, the banking was more simple where the deposit and advance rates were dictated by Bank RBI rate. There were only few deposit schemes and few lending schemes. Bills collection and purchase was a big



business. Working was with bulky ledgers and registers. The addition, subtraction, multiplication and division were done without the use of calculators. The Benteley's code book used for TT which was preserved under dual control, check cypher sheet for TT arrangement between banks branches, Cheque Protectograph machine which used to punch the demand draft, Mail Transfers, etc., are all unknown to the present generation. In the 50 years of Banking which I have seen from close quarters, I am a witness and part of the journey from manual ledgers to



**N S Srinath**

Ex GM, Canara Bank &  
Ex. - ED, of BoB

Loose Leaf ledgers, to Current Account Machines to Advance Ledger Posting Machines, to computers PC, PC-AT, PC-xt, 286 to Pentium to Main frame, to branch level LAN environment to total computerisation - Core Banking Solutions.

The payment and settlement system over the years had undergone unbelievable changes with the help of technology and improved telecommunication. From physical presentation of cheques by one bank on another on behalf of their customers to establishment of clearing houses, MICR clearing to image based clearing.



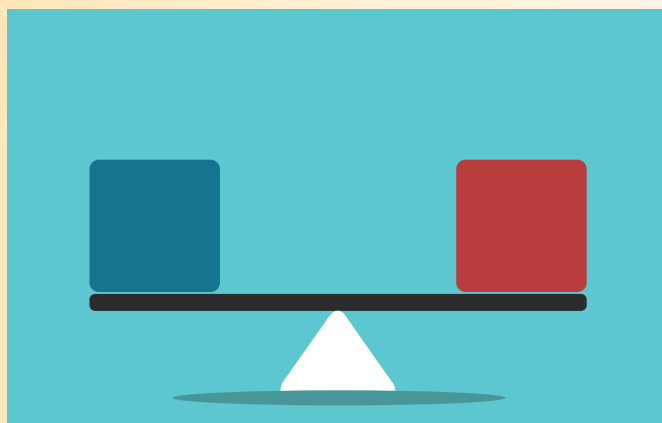
The changes from Mail Transfer, Telegraphic Transfer, Demand Drafts to NEFT, RTGS, mobile payment systems is to be believed if you have experienced the same.

As a youngster, I was closely watching the banks which originated from south Kanara, their history and their growth. The Banks which I had keen interest were, Syndicate Bank and Corporation Bank. Hailing from the same district, all the 3 banks had similar systems and procedures and predominantly manned by Gowda Saraswath Brahmin community. My experience was that the banking was in their genes.

May be because of the origin, these 3 banks had a perfect understanding among themselves and at the same time



were competing with each other for business. In 70s & 80s and prior to that, there used to be a system of collection of cheques and bills on behalf of customers and the same was to be sent to their own branches at out station centres (drawee centres). Where they didn't have branches, they used to send it to the preferred bank, which invariably was Syndicate bank & Corporation bank for Canara Bank and so was it for other 2 banks, viz, Syndicate and Corporation Bank. There used to be charges levied by the collecting bank on the originating bank and Corporation Bank used to collect



nominal charges. It was surprising and at the same time happy that we had a reciprocal arrangement with Syndicate Bank, where in both banks were collecting cheques and bills free of charges - at par Collection between the two banks. This was a benefit to the customers of both the banks as they were not charged the additional/other bank commission.

### What is there in the name?

Canara Bank established in 1906 was set up as Canara Hindu Permanent Fund Ltd, whereas Syndicate bank setup in 1925 had its name as Canara Industrial & Banking Syndicate Ltd. The Corporation Bank which was also set up in 1906 had its name as Canara Banking Corporation Ltd., While all the 3 banks had Canara as a common thing in their names, I think Canara bank and Syndicate bank was destined to be together ultimately.

### Objectives

Both banks were set up with the objective of helping the common man and improvement of the economy. The core objectives were in sync with the objective of

nationalisation which happened 4 to 6 decades after these institutions came into existence. Both had humble beginnings, had steady growth in business, branch expansion was selective, the staff were highly committed and high levels of honesty and integrity was the core value system in the people and the organisation. Both banks were innovative in products and services. Pigmy deposit scheme was an innovation of Syndicate Bank and Canara developed a similar scheme called Nitya Nidhi deposit scheme. Both the Banks were known for their Quality of Service and personalised service and care to the customers.

### Growth

Both the banks had a steady growth over the years. For many years it was a neck to neck competition. While Canara Bank was slightly ahead of business at the time of nationalisation, post nationalisation, the gap in the



business between banks increased. Both the banks had similar mix of business. While Canara bank had a tilt to agriculture and traders, Syndicate had an edge in advances to SSI, present MSE and industries in addition to agriculture.

### Performance

Measuring the performance of banks over a long period of 100 years is quite a tough job. Banks have gone through many ups and downs. I heard from my seniors that during early 1960s there was a run on Syndicate bank (withdrawal of deposits by customers) and Canara Bank stood by Syndicate Bank and provided the required liquidity and saved Syndicate Bank. The industry has its own parameters to evaluate the banks, so also the public

in general. While judging the performance, factors like growth rate, profits and profitability, NPA, ROA, ROE, clientele base, productivity and efficiency ratios are looked into.

In my view, the banks have to be judged on two parameters. The customer service and the impact it had created on the society in uplifting the down trodden and helping the needy, safeguarding the hard earned money of depositors, the goodwill it has created and the deep impact created in the minds of its customers. Second on



performance, it is a moving train / vehicle with varying speeds in a crowded road, multiple halts, red and green signals it encounter and the safe way in which it navigates and reaches the destination. In case of business enterprises the journey is eternal. The very fact that both the banks have survived for 10 decades, is an indication that both have performed well. In a bank, you have to take into consideration the quality of assets, the business mix both of assets and liabilities, contribution to the national priorities, profits earned not in a single year but over a time horizon, the dividend paid out, the capital infused, the bonus shares issued, the market capitalisation, etc. While lending is an art, banks do encounter lot of bad debts on account of factors which are beyond the control of the customer & the bank. At the same time we are in a society where a few with criminal intent cheat the bank and bring bad name to the Bank.

Proud to recollect that in yester years Canara Bank was known as a fraud free bank and even positively commented in the Parliament of our country.

### People Movement

Prior to 2000, the bank employment was taken as a life time employment and very few had looked at alternate opportunities so also the opportunities were limited. But there were few who crisscrossed between banks and especially Canara & Syndicate.

With the appointments of CMD & ED from different banks, I remember that Sri R Raghupathy GM from Canara Bank went to Syndicate bank as MD. Later Sri R S Pai moved to Syndicate bank. The posting from Canara bank to Syndicate bank continued with Sri K M Shet, Kanthakumar, PP Mallya & George Joseph making it to that bank as ED/ MD.

### Tagline

While Canara Bank was popular with Serving to Grow & Growing to Serve and later Together we can, Syndicate bank has its tag line as Faithful & Friendly.



I personally feel that the Syndicate merging with Canara is a best fit, taking its origin, culture systems and processes. Any marriage needs some adjustment on both sides. I am sure that employees of both the banks will work together and bring laurels to the combined entity.

I am sure "TOGETHER WE CAN" achieve greater heights and be a model PSB for others to emulate.



# Learning & Development

## During the Transition Phase

April 1st, 2020 witnessed the dawn of a new horizon in banking history. The amalgamation of 10 PSBs to form four strong conglomerates will transform the Indian banking scenario by carving a niche in the global spectrum. The amalgamation of Syndicate Bank & Canara Bank will result in the formation of the fourth largest Public Sector Bank in the hinterland with over 10,000 branches and a whopping total business of over ₹15 lakh crores. If we go through the annals of history, both Canara Bank and Syndicate Bank have seen a fair bit of mergers and acquisition during each of its



**M K Ravikrishnan**

Deputy General Manager  
Learning & Development Vertical (STC)

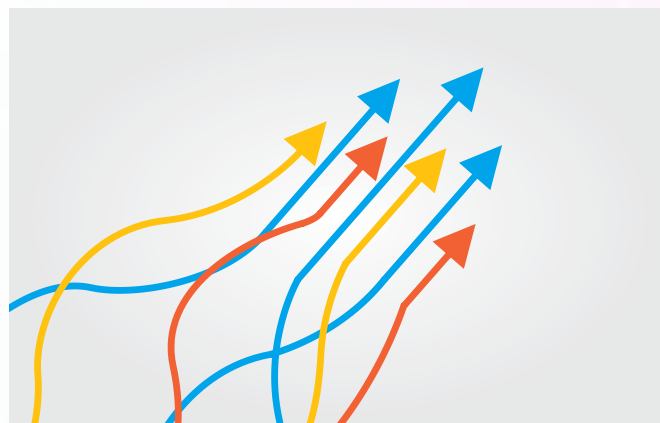
concerted approach involving all of us and each one contributing to the best of our abilities.

Some of the anticipated challenges during any amalgamation process are **“employee challenges”** and **“cultural challenges”**. Employee challenges translate to equipping them with the necessary knowhow to manage their own work portfolios and confidently deal with customers. Culture is the long standing implicitly shared values, beliefs and assumptions that influence the behavior, attitudes and meaning in an organization.



transformational journey. Eleven banks were merged with Canara Bank during the period from 1961 to 1985 and twenty with Syndicate Bank during 1953-1964 period. These mergers and acquisitions have strengthened both the banks in terms of operational efficiency and better profitability. So historically both the organisations have withstood the test of time, embraced change, confronted challenges as and when posited and came out much stronger.

The stage is now set for a huge organisational transformation in terms of operational procedures as well as human resources integration as the amalgamation is expected to create a globally competitive entity festooned with the best practices and product mix. The challenges, though it may look daunting, can be overcome by a systematic and



The cultural challenge will be to align and integrate the employees with the core values, mission, vision and objectives of the amalgamated entity, overcoming the perceived disparities / disenchantment, if any, in the minds of the employees and usher in that trust factor much needed to work together and perform well as a team. The post integration cultural alignment will be a significant differentiator and that is where training and development steps in.

Training forms an integral part of Human Resources development and over the years the role has graduated from being the strategic business partners to the human resources management arm of the organization. Training also plays a crucial role in the success of any amalgamation process by setting a framework to propitiate smooth organizational transition and

employee transformation. With the right impetus, focus and direction training can create tangible inroads in addressing the issues by aligning the employees with the organisational rubric and also acting as a change management catalyst.

The amalgamation process involves synergising the best practices in terms of products and services and also human resources management initiatives. As part of the **"Project Synergy"** initiative, a comprehensive post amalgamation training plan has been drawn with specific time lines. The envisaged training interventions will touch upon the core values & functions of the amalgamated bank, aligning leaders & employees and build leadership & employee capabilities. The programmes will be rolled out in a phased manner.

First and foremost is to educate the employees with the vision, mission and core values of the amalgamated entity and to create awareness about the functions and operations. The success of any amalgamation process



depends on the awareness of the employees (of the amalgamated entity) with respect to changes in the products & services, operational functions & procedures and refurbished roles & responsibilities. The training programme on core values will address these concerns and equip the employees with the requisite knowhow to improve their own operational efficacy.

An informed employee makes all the difference. The best infrastructure, the best technology and the best products may not be good enough unless you have an empowered employee to make best use of the same and enhance customer centricity. As the common adage goes "you cannot give what you don't have"! .If we do

not have the knowledge, we cannot make a difference to other people's lives. Training takes care of this aspect in a novel way by instilling in the employees the requisite knowledge, skills and competencies to confidently manage their work arenas.



Amalgamation process brings with it a fair share of HR challenges, primarily to align employees with the new brand image. A brand is the sum total of certain characteristics that distinguishes an organisation, its resource or its product from its competitors. Based on these characteristics a brand creates a unique image about the organisation in the minds of the customers. In this competitive milieu it has now become a strategic necessity to strongly exhibit, as a corporate narrative, what the organisation stands for as it clarifies the values that it upholds and the responsiveness and customer sensitivity with which it is going to act/ deliver in future.

The leadership team will be working together to create a culture of trust and transparency under the banner of **"Brand Canara"** – the ideology of profiling each designation, currently in vogue, based on certain basic tenets and characteristics which the person holding that designation should possess. It summarizes the requisite skill sets, desired behavioral patterns, suitable qualifications and a host of other significant traits that clearly defines that specific brand/ profile and makes it unique and distinct.

Exclusive workshops / trainings will be conducted for the leadership team of the amalgamated entity, premised on leading from the front and guiding & aligning the employees with new "Brand Canara". The leadership team will be the key drivers and the change agents for this endeavor and will help the employees to identify with the corporate ethos and the new brand.



Leaders must be able to describe the impetus behind the new “Brand Canara”, create excitement, and hope for the employees to become game changers in the Indian economy. The training intervention will focus on this transformational journey, building & sustaining transparent communication, creating visions, dealing with the angst & the ambiguities of the team, building sustainable relationships & trust with the new colleagues and create an environment for continuous learning & development, the unwritten motto of “Brand Canara”.

To capitalize on the skill-development initiatives undertaken, it is critical for us to formalize the training approaches in maintaining and improving capabilities – under the umbrella of “Brand Canara”. Though it is important to encourage employees to develop their skills, it is equally important to align the learning

which the employees can easily access even from the cozy confines of their homes. The blended learning modules, fine-tuned to be in congruence with the organizational objectives, will form a crucial element in the dissemination of vital information and seamless learning processes during the amalgamation process.

Any successful change process involves critical steps like creating vision, managing transition and sustaining momentum. The training vertical will be acting as the vital link between the new brand objectives and the employee expectations and abridge whatever ambiguities / knowledge gap that exist in limbo.

The focus will be in arranging relevant pieces of content in a meaningful manner, providing value-added insights and creating an optimized learning experience that is personalized to each employee and driving them towards the perceived organizational goals and objectives.

The **“Learning and Development”** initiatives will be structured within the frame work of the new **“Brand Canara”** and will work towards building stronger and efficient workforce equipped with the requisite functional knowledge and people management skills.



objectives with business needs. So the underlying tenet of every training intervention will be to educate and guide the workforce about the perceived changes in the business matrix, their roles & responsibilities and equip them to deal with the work place challenges in an efficient and effective way.

The **“People Capability”** workshops envisaged will specifically deal with engaging employees through building capabilities to work together as a team, share common ethos across the bank and actively contribute towards the sustenance and development of the new brand status. Our **e-Learning** endeavor **CanDLE – (Canara Digital Learning Experience)** will also add to the impetus through specific online modules and learning interfaces on cultural integration and capacity building



This will create a positive impact in their work places, make them a contributing team player, help them make informed and critical decisions at opportune times and also inspire and encourage people around them to work towards success in this transition phase.

*After all we get Talent & Scale from amalgamations !*



## Know thy Bank's strengths

Bank acquisition and mergers around the world are part of banking history. The purpose of amalgamation is to obtain a multifaceted growth in terms of size and customer base. In turn, the credit-creation capacity of the merged bank increases drastically. Amalgamation has the benefits of economies of scale through reduction of costs and maximization of both economic and non-economic benefits. Consolidation of business makes the bank robust enough to sustain in the highly competitive business environment. Mergers pose various challenges and opportunities and the amalgamated entity find it easier to adapt themselves quickly and grow in the domestic and international financial markets.

Looking back to the history of merger and acquisitions in the banking sector, there were numerous amalgamations among banks in India. Our bank, since its



inception in 1906 has acquired many banks. The first acquisition by Canara Bank was in the year 1961. Since then there were 11 mergers, barring the present amalgamation of Syndicate bank.

The Syndicate bank, since its origin in 1925, also had the history of mergers during its journey. The first acquisition took place in 1953 and as time progressed, twenty banks merged with Syndicate bank. Most of the mergers took place in 1960s.



**H M Basavaraja**  
DGM, HR Wing  
Head Office

Now we are going through a major transformation in the banking sector with amalgamation of various Public Sector Banks. The Syndicate Bank, which has the tradition and culture almost akin to our bank, has been amalgamated with our bank. The new journey starts now to move ahead hand in hand to create a better banking experience for the customers.

Both banks had their origination with humble beginnings in the state of Karnataka in South Canara District. Canara bank started as Canara Hindu Permanent Fund and later on in 1910 it changed its name to Canara Bank. Syndicate bank also had the word 'Canara' in its name when originally established in 1925 as Canara Industrial and Banking Syndicate Limited. In the year 1963 the name of the Bank was changed to Syndicate Bank.

There was a social cause in the foundation for both the banks and interestingly there is something common in the name of the founders of both banks. Sri Ammembal Subba Rao Pai the great visionary founded Canara bank



and 'to assist the needy' was one of the founding principles of Canara bank. At that time Madras bank was the only public bank in the district that catered to the needs of only bigger traders who required loans of many thousands. The smaller traders who required only a hundred or most thousand rupees could resort only to



moneylenders who charged exorbitant rate of interest. The founder late A Subba Rao Pai had a great thought to assist these small traders by starting a financial institution and he personally went to many places in a hackney coach and bullock cart, explaining the benefit of the Fund and collecting shares. It was the beginning of this great institution in a rental building with a capital of 2000 shares of ₹50 each.

The central figure Sri T Upendra Pai founder and partner of M/S Pai brothers played a key role in the formation of Syndicate Bank. Their main objective was to provide



financial assistance to the local weavers who were crippled by a crisis in the handloom industry by collecting small savings from the society and the Bank was established in Udupi, with a capital of just ₹8000 /-. The Syndicate bank, used to collect nominal amounts of two arrivals daily by reaching the door-to-door of the depositors through its agents. The scheme was the brand equity of the bank. Pragati Yatra of Syndicate Bank has been synonymous with various stages of progressive banking in India. The Bank has built a strong customer base consisting of two or three generations of customers over a long period of 80 years.

During the last three decades, the Indian banking sector has undergone major transformations following the economic reform process initiated by the Government of India. Earlier the amalgamations were mostly driven by weak financials as reflected in the continuously deteriorating balance sheets of the merging entities. Now there have been mergers between healthy banks prompted by business and commercial considerations. Mergers and acquisitions in Indian banking sector were initiated through the recommendations of Narasimham

committee II. The committee had recommended that merger between strong banks/ financial institutions would make for greater economic and commercial sense and would be a case where the whole is greater than the sum of its parts and have a “force multiplier effect”.

Both banks in their itineraries have gone through various phases of banking, from manual to computerisation and to digitalization. They have attained a high level of banking experience in terms of business and have passed through different milestones in the journey.

Canara bank since its origination have crossed many historical milestones in terms of business and development & growth in various aspects. It took almost six decades for the bank to cross ₹50crore deposits, which was achieved in 1962. Since then the growth has been steady and moved at a faster pace with more



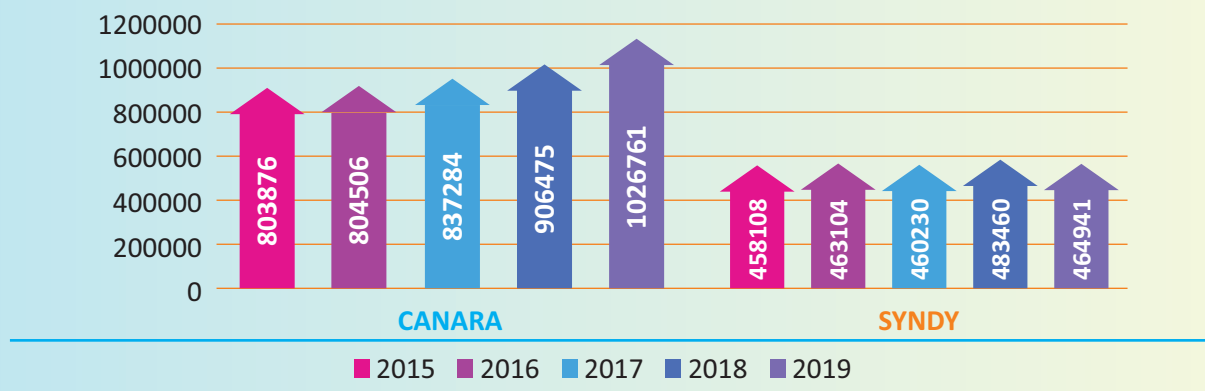
expansion in our clientele. In 1982 bank crossed ₹3,000 crore deposits. By 1990 the Bank had a branch network 2000 and deposits of ₹10000 core. In 2019 bank achieved a historical milestone crossing ₹10 lakh crore business. Canara Bank also has a record history of profit making for more than a century in Financial Years.

The Syndicate Bank also had a steady growth of business during its journey. The bank crossed ₹2 lakh crore business in 2010. Within a span of five years the bank had expanded its business and doubled its business to cross ₹4lakh crore in the year 2015. In 2020 bank crossed ₹5lakh crore business.

The consolidation of both banks will provide a broader geographic footprint. It will help us to derive the benefit

of size, scale, and strength along with a wide range of products. The amalgamated bank shall massively enhance the reach of banking services to the larger public and augment the financial inclusion activities. Let us look at the business growth of both erstwhile Canara and Syndicate bank over the last five years.

### Business Growth (In Crores)



The business growth of both banks has been steady over the years and the combined entity has a business size of over ₹16 trillion with 10,403 branches, 13,354 ATMs and 91,685 employees as on the date of amalgamation. There are further expectations from all the stakeholders. The business is expected to increase to ₹25 lakh crore in the next five years. Better profitability and asset quality ratios are also projected to improve. The operating profit is expected to increase to about ₹28,500 crore and net profit is expected to increase about ₹10,800 crore in the next five years. Due to amalgamation the branch networks has doubled in the states of Andhra Pradesh, Telangana and Uttar Pradesh. The amalgamated bank will have a customer base of 14.6 crore and is expected to increase to over 18 crore in the next 5 years.



With wider coverage of branches and efficient human resources, the amalgamated entity shall emerge as a force to reckon with in the financial markets. The new journey starts now and will move ahead for a progressive growth. The branch coverage and human resource utilization to the full potential with focus on the needy sectors of the economy will definitely improve the business and can act as a catalyst in the growth of the economy at the time of the present crisis. Both the banks with a well controlled NPAs do have good record of recovery and best provisions.

#### Subsidiaries

The various subsidiaries owned by both banks would be mutually beneficial post amalgamation. There are seven

subsidiaries of Canara bank. The services of Canara Bank Securities Limited (CBSL) are available to Canara Bank customers. The 3-in-1 online trading account gives the convenience of opening an online trading, Demat & bank account instantly. This facility is now available to the E-Syndicate bank customers too. The other subsidiaries are: Canara Robeco Asset Management Company Limited, Canbank Financial Services Limited (Canfina), Canbank Computer Services Limited (CCSL), Can Fin Homes Limited, Canbank Venture Capital Fund Limited (CVCFL) and Canara HSBC Oriental Bank of Commerce Life Insurance Company Ltd.

"Synd Bank Services Limited" is a wholly owned subsidiary of The Syndicate Bank to undertake BPO



activities. Presently the BPO services are being outsourced by Canara Bank. Now there will be mutual benefit of amalgamation since all the services of the subsidiaries are equally available to both banks and its customers. Moreover, the vast customer base of both banks will benefit the subsidiaries.

### Strengthening Regional Rural Bankings

Canara Bank sponsored three Regional Rural Banks (RRB). Kerala Gramin Bank sponsored by our Bank is the largest RRB in India. It operates in all districts of Kerala. It was established in 1976 as a Scheduled Commercial Bank. Karnataka Gramin Bank and Karnataka Vikash gramin bank are the other RRBs. Presently, Syndicate bank is sponsoring 2 RRBs namely Karnataka Vikas Grameena Bank and Andhra Pragathi Grameena Bank.

### Commendable Involvement in Upliftment of the Needy in the Society

As part of CSR activity, to identify, orient, motivate, train and assist the unemployed youth to take up self-employment ventures 23 RSETIs have been sponsored by Canara Bank. In addition to this, Five Information Technology Training Institutes to give training to the under privileged youth for bridging the digital divide and three Artisans Training Institutes working towards developing and promoting traditional arts and crafts have been established by Canara Bank. Syndicate bank has 16 SyndRSETIs spread across the country. Both banks since inception stood for the social cause and the voyage continues to cater to the needs of the underprivileged amidst growth and expansion of business.

Canara bank relief and Welfare Society established in 1961 with initial donation from Canara bank extends its support to the society with various activities viz; hospital, orphanage, home for elderly education sponsorship scheme etc. Canara Bank Jubilee Education Fund (CBJEF) setup and promoted by Canara bank, has a book bank in Bangalore which caters to the needs of Engineering and Medical Students.

### Support to Agriculture and allied activities

Canara bank has been a forerunner in supporting the needs of the farmers and there are host of products to choose from, according to the requirements suited to the needs of individual agriculturist, corporate, firm,

NGO engaged in agriculture, allied activities etc. Syndicate bank has also been supportive to the needs of the farmers. Now the unified products with added features will benefit customers of both banks.

### Pioneers in Education, Development:

The visionary founder of Canara Bank, aimed at lifting the downtrodden in the society and imparting not just modern education but also moral values that is blended



with cultural values, had established the Canara High school. Canara bank with its various products has been helping a number of students to pursue higher education in India and abroad. The merger would benefit more number of students.

### A Reaching Hand in support of Industrial Establishments

Canara bank and Syndicate bank have been playing a major role in facilitating the growth of industries in India through various credit schemes to MSME sector through specialised SME Branches and corporates through Prime Corporate Branches. The amalgamated entity with additional capital and extensive network will be capable of supporting the industries in a large scale.

### Retail lending - The need of the Hour

Both the banks have wide area of financing to the needs of retail sector. The combined entity shall now have further more area of population to cater retail needs. The much sought after need of PMAY is the voice of the present shelter requirements.

### Technology - The new trend of Banking

With the advancement of technology, the banking sector has undergone tremendous changes. As both the banks are on the same CBS platform, there is a strong technological compatibility between the banks. New version of Flex cube will provide a seamless experience for the customers of both banks. With wide geographical coverage of ATMs/PoS, customers of both banks will be benefitted. The seamless services in internet, mobile banking, and other applications will lead to easy banking



for customers. With both the banks extending their arms towards financial inclusion, lot of people could open the accounts and many of the branches are now reaping benefit out of Direct Benefit Transfer. Specialised branches like Asset recovery, Industrial Financial branches, Candy Branches, SME branches, Prime corporate branches, Agricultural branches etc. will benefit the customers of both the banks.

### Drops together make an Ocean

Pigmy Deposit Scheme of erstwhile Syndicate Bank and New Nitya Nidhi Deposit (NNND) Scheme of Canara Bank are merged and renamed as Nitya Nidhi Deposit (NND) Scheme. This scheme is intended to mop up the small savings from daily wage earners, small traders and farmers.

Among the present four mergers, which occurred, as on 01 April 2020, greater synergies are likely to accrue from the amalgamation of Syndicate Bank with Canara Bank as both have similar cultures and geographical presence and the combined entity will have better provisioning and capital ratios post-merger. The lending capacity of

the Banks will increase and the balance sheet would be strong. These big banks would also be able to compete globally and increase their operational efficiency by reducing their cost of lending. In order to make India a \$5 trillion economy huge investments are needed. If banks are able to fund big projects, the economic development of the country will speed up. The amalgamation is a positive step to ensure availability of money for the purpose of investment and further development of the country.

### Banking through Cards

Both the Banks have remarkable Banking business through cards. Variety of cards are catering the needs of the customers.

The merger of the banks happened at a time when the world is battling the Covid-19 pandemic. The impact of Covid-19 on the economy has been devastating. The financial activities around the world has come to a standstill, the economy cratered and the growth of all sectors is at the bottom-line. The planet earth shutdown,



the people shunned societies, streets deserted and almost all activities came to a serene silence. The countries around the world are experiencing a significant contraction in economic activity that is likely to last through the first half of the year.

Since there are repercussions in the banking system due to the impact of Covid-19, banks should identify most affected sectors and customers to understand how they can be most supportive at this juncture. Bank needs to



proactively deal with customers to understand their situation, their expected needs and support measures that would be most effective. Reaching of customer



through technology during this time will deepen customer relationship and reaffirm banks' role as key enablers of the economy. The amalgamated bank is now passing through the phase of implementing EASE norms, which will enable a systematic, and all round development of the Nations economy. Both the Banks well known for their best customer service will further boost the economy.

The synergy created out of amalgamation of both banks will boost further growth and will facilitate the development of the nation where support to rebuild the economy of our country is vital at this critical juncture. The prayer with the Sloka "Loka Samastah Sukhino Bhavanthu" will motivate to move ahead together, happier and stronger.

## Historical Milestones

### Canara Bank

1906	Bank operation begins
1910	Canara Hindu permanent fund renamed as Canara Bank
1942	Deposits crossed ₹1 crore
1976	1000th branch opened at Basawakalyan road
1983	Landon Branch was inaugurated (first foreign branch)
1987	First lady General Manager in B Kamala, Deposits crossed ₹7000 crore
1990	Branch network 2000 and deposits ₹10000 core
2008	Bank crossed ₹3lakh crore business
2009	Bank crossed ₹4lakh crore business
2015	Bank crossed ₹8lakh crore business
2019	Bank crossed ₹10 lakh crore business

### E-Syndicate Bank

1925	Origination
1928	The Bank opened first branch at Brahmavar in Dakshina Kannada
1962	Opened Foreign Exchange Department at Mumbai
1975	Sponsored first Regional Rural bank in India by name Prathama Bank, in Moradabad district Uttar Pradesh
1976	London branch opened
1984	1000th branch opened
1989	1500th branch opened
2006	2000th branch opened
2010	Bank crossed ₹2 lakh crore business
2015	Bank crossed ₹4 lakh crore business
2020	Bank crossed ₹5 lakh crore business

## Don't worry, be happy: Amalgamation of Syndicate Bank into Canara Bank

Ten Public Sector Banks have been amalgamated into four banks from 1<sup>st</sup> April'2020. In the biggest consolidation exercise in the banking space, the government in August 2019 had announced the merger of 10 public sector lenders into four bigger and stronger banks. With this, the number of Public Sector Banks in India has come down to 12 from 27 in 2017. It was widely



speculated that the government may defer the consolidation exercise for some time due to the novel coronavirus pandemic that has impacted our economy. However, amalgamation process has started from new Financial year commencing from 1.4.2020.

Syndicate Bank with more than four thousand branches and work force of around Forty thousand people is going to be amalgamated with Canara Bank. Definitely there are apprehensions on both the sides. Why should there be lack of happiness while we receive a new member in the family and becoming a bigger and stronger Bank?

### What is happiness?

In this beautiful world, all want to be happy and keep on searching ways to be happy as much as possible. People strive hard to earn money by working hard daily for many hours and they even sometimes neglect their families to earn money, as they think that money can make them happy. But it has been seen that after many years of being workaholic and adopting all means of earning, no amount of wealth, assets or fame can make them happy,



**Abha Sharma**  
Sr. Manager  
RSTC Gurugram

if one has not achieved it according to the values and desires one holds close to his or her heart. So, in today's world, where cases of depression and other mental ailments are increasing day by day, there is an acute need for all of us to review our thinking patterns and actions.

Often, we think that success alone can bring us name, fame, money and wealth and so happiness. But this is not really true. It is true that many rich and famous people, like film stars, industrialists, and even doctors are suffering from depression. We need to understand that happiness has to be deserved first before desire. Happiness is often confused with pleasure and entertainment. Happiness is a feeling of peace and satisfaction. It cannot be achieved by wrong means. But happiness is always possible in any situation.

### Happiness by Power of Positive Thoughts

Swami Vivekananda had said, "We are what our thoughts have made us, so take care of your thoughts or what you think". Make sure that your perception is positive and constructive.

William James, a psychologist had written in early 1900s,



"the greatest discovery of our generation is that we can change our lives by changing our attitudes. There is no power greater than thought. They are the most powerful instruments in the hands of the soul. By the force of positive thoughts a person can transform his life completely. There is nothing in this world which cannot



be realized by the power of positive thinking. By the force of thought, one shapes one's personality, and moulds one's destiny.

### **Thought → Action → Habit → Trait → Character → Destiny**

Thought is the root cause of all mental and physical developments as well as prosperity. If you sow a thought, you reap an action. So always think positive

We all have both good and bad thoughts. Those who focus on positive thoughts, get success early and easily in life. Still, some times, people get negative thoughts more when there is grief and pain due to sudden accidents or any adversity, like Corona virus which, disrupted everyone's life in India as well as abroad. The fear of death and getting sick has brought panic in the world.

### **What are positive thoughts?**

Thoughts of goodwill, compassion, understanding, spiritual love and harmony are positive thoughts that make humans sublime and divine. Highly positive thoughts arise from a purified mind and an integrated personality. Positive thoughts are like fragrance emanating from a beautiful flower and give a sense of spontaneity, relaxation, placidity of mind and abundant joy on the face as well as soul of a human being. A man of positive thoughts, like Mahatma Gandhi, became a powerful performer. His actions promoted harmony and good will in the world and is remembered because of his good actions.

### **What can we achieve with positive thoughts?**

Positive thinking can make us win any adverse situations. We can heal sickness, promote a better healthy condition. When one does sincere efforts and is full of hope to win over the fights, there will be success. There are examples of cancer survivors like cricketer, Yuvraj Singh, Film actress, Manisha Koirala, and so many others who successfully battled the disease with their positive thoughts.

We can win good friends and remove hatred from our mind. Positive thought lights a face with joy and sends forth abundant vitality in the body, while negative thoughts send out a chill over one's nervous system and face becomes ugly. Many possibilities exist within each

person and can be explored by learning the art of positive thinking. Negative thoughts which are the cause of all inauspicious, ugly and dreadful things can be combated by positive thoughts.

### **How to do positive thinking to be happy?**

By Good Association, one can fill the mind with spiritual vibrations. Learn meditation and practice it daily. Devote some time every day for organizing your thoughts. Practice truthfulness and possess a clear conscience. Learn to promote good karmas in your life and live a life of Moderation. Do not give any attention to any negative thoughts. Attach a positive thought with each negative thought coming to your mind. Slowly they will subside automatically.

Give positive suggestions to yourself like-I am the maker of my destiny. Don't keep the mind running wild during the periods of rest and relaxation. Fill your mind with positive thoughts before you go to sleep and revise them on waking up early morning. Raise the level of your thought while taking bath and before taking food. Keep smiling and laugh as much as possible. Keep yourself mentally as well as physically fit. Don't give much worry to any problem as every problem has a life period and gets ended soon you try to solve it.



So by thinking positive, we can overcome any obstacles and the present process of amalgamation of Syndicate Bank with Canara bank can be successfully achieved with happiness.



## SAGA OF THE SOUTHERN SIBLINGS

– Canara Bank and Syndicate Bank in Synergic Merger

The news of the latest bank mergers has been a matter of debate among both bankers and citizens. The purpose of the government initiative of merging some of the nationalised banks is obviously to consolidate the country's banking structure and integrate them to reap synergic benefits. Bigger banking entities, it is argued,



will be better equipped to handle risks, technology upgradations, customer aspirations, profitability issues and other economic challenges, besides qualifying for global status. After these mergers, the number of nationalised banks have been reduced to 12 from the existing 27.

### The Perfect Match

Among these merging entities are the two sterling banks - Canara Bank absorbing Syndicate Bank. Among the set of banks going to merge, this particular pair looks more 'made for each other' than others, and with good reasons. It was waiting to happen for, both the banks hailed from common soil - Karnataka's South Kanara district. Both banks breathed nationalistic zeal when the independence movement was underway. Both banks started with serving the common man, decades before the bank nationalisation made the words 'the common man' and 'social banking' popular. Both showed unusual dynamism and speedy growth. Both banks feverishly opened new branches in the state as well as outside. While many banks of the district could not withstand the shocks and tremors of early economic backslides,



**K P Ramesh Rao**  
Retired Employee  
Canara Bank

especially the one that came in the wake of the Great Depression of the 1930s, Canara Bank and Syndicate Bank not only scraped through and emerged unscathed but also became saviours for many smaller and vulnerable banks, by taking them over. Both banks mopped up profit year after year and gave dividends to its shareholders unflinchingly.

### Gravitational Pull!

Not many know that a suggestion had been mooted as far back as 1951 to amalgamate Canara Bank and Syndicate bank (and also Corporation Bank, as a third



candidate). T A Pai, the then General Manager of Syndicate Bank, had written a letter to the Board of Directors of Canara Bank proposing such a merger. The letter was read in its 25 February, 1951 meeting and its contents accepted too! The minutes record : "The Board being of the opinion that an amalgamation of the three scheduled banks of the district is a step in the right direction in the prevailing condition of the country, hereby records its approval of the discussion between the representatives of the three banks summarised in the said letter." The Board even deputed P S Nayak, its General Manager, to work on the proposal in a joint committee! For some reasons the idea did not materialise. The point, however, is that the fact that the two banks were into merger talks earlier once, speak a lot about their mutual gravitational pull.



Bank mergers are not new to India. In fact, the Indian banking history is replete with them happening often and at various times. The 20th century was full of merger stories. Canara Bank and Syndicate Bank themselves successfully waded through some of the most turbulent times of this century, often absorbing many smaller, weaker and unviable banks from time to time. There were many mergers post-nationalisation too when these two banks soaked up some weaker banks. However, the current merger is more important for both banks since it is going to be a strong force in the financial sector.



### Nationalisation: a self-vindication

Both Canara Bank and Syndicate Bank started from humble toots, noble intentions, with emphasis on thrift, and a genuine concern for the needy. There was, no doubt, healthy competition commenced between the two banks from day one. Though each ploughed its own furrow, the common aim was to serve the needy and poorer sections of the society and at the same time build a strong financial set-up in the end. In fact when 14 banks were nationalised in 1969, both Canara and Syndicate Banks, who were among them, had already internalised the spirit and ideals of nationalisation deep within for long. "Though banks are nationalised, 'helping the small man' was our motto right through our functioning of both banks. In other words, the sudden shift of the banking model from class banking to mass banking was not at all a strain on these two banks, as they were to social banking from their beginnings.

The second challenge came when the country's economy was opened up in the '90s, and adoption of

technology like computerisation by the banking sector became inevitable. The pressure of LPG (Liberalisation, Privatisation and Globalisation) was sudden and demanding. Even there, the two banks rose to the occasion and smoothly slipped into their new roles. Soon, private banks were posing stiff competition to the nationalised banks and the latter had to gear themselves up to meet this challenge too, which Canara Bank and Syndicate Bank showing great resilience and adaptability in their functioning.

### Blazing a New Trail

Thus, both Canara Bank and Syndicate Bank had advocated a common philosophy, incorporated an identical work culture, and marched hand in hand to grow into two premier banking institutions of the country. It is a most natural corollary that the two banks have been wisely chosen to be merged into a single



entity now. At one time merger meant absorption of a weak bank into a comparatively strong bank. However, increasingly, many recent mergers have happened between relatively healthy financial institutions for tactical and logistical reasons combined with prudent business and commercial considerations. Canara Bank and Syndicate Bank with their huge asset, capital, human resource, customer bases will no doubt serve the purpose of such merger brilliantly and leave an indelible mark on the banking and financial system of the country. It is hoped that the saga of the Southern Siblings (as the two banks were referred to affectionately by its patrons) will be a lesson in synergy and symbiosis for bankers and the students of banking history in India alike.



## “अर्थव्यवस्था और बैंकिंग क्षेत्र के बदलते परिदृश्य में हिंदी भाषा की भूमिका”

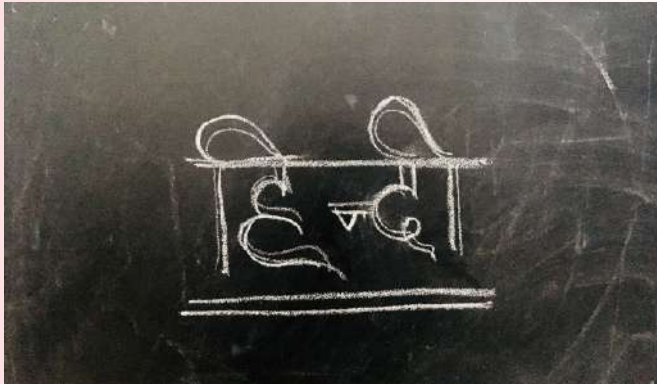


**सुरेश कुमार**

राजभाषा अधिकारी

राजभाषा अनुभाग, क्षेत्रीय कार्यालय

वर्तमान युग वैश्वीकरण का युग है। वैश्वीकरण के दौर में बैंकों का स्वरूप लगातार बदल रहा है। पहले जहाँ बैंकों में लंबी – लंबी कतारें लगी रहती थी, वही अब तकनीक ने इस कार्य को सरल और सुगम बना दिया है। तकनीक का प्रयोग करके पेमेंट बैंकों ने इस कार्य को और आसान बनाने में महत्वपूर्ण भूमिका निभाई है। आधुनिक बैंकिंग विशेषकर कैशलेस अर्थव्यवस्था बैंकिंग लेन-देन के डिजिटलीकरण के



दौर में संस्थानों के साथ चिंता का विषय जरूर है परंतु सूचना प्रौद्योगिकी विभाग ने आई.आई.टी जैसे-संस्थानों के साथ मिलकर विभिन्न तरीके से इससे निपटने के प्रयास किये हैं। जनधन योजना और डायरेक्ट बेनीफिट ट्रांसफर जैसी योजनाओं के माध्यम से बैंकिंग के जरिये वित्तीय समावेशन पर सरकार बहुत जोर दे रही है। ग्रामीण क्षेत्रों में बैंको की पहुँच न हो पाना चिंता का विषय है यों कि दुर्गम और कठिन क्षेत्र होने के कारण कई क्षेत्रों में अभी भी बैंकिंग सेवाएं उपलब्ध नहीं हैं। वैश्वीकरण के दौर में दुनिया की तमाम भाषाओं की भाँति हिंदी के स्वरूप, क्षेत्र एवं प्रकृति में बदलाव आया है, प्रसार में वृद्धि हुई है। आर्थिक युग में कृषि, उद्योग एवं व्यापार-वाणिज्य के विकास के लिए बैंकिंग व्यवस्था एक अनिवार्य आवश्यकता बन गयी है। खासकर ग्रामीण क्षेत्रों में लोगों का जीवन स्तर उठाने में बैंको की अहम भूमिका बन गयी है।

इस युग में संपूर्ण विश्व एक गाँव के रूप में विश्व पटल पर उभरकर सामने आया है। सभी देश कारोबार एवं व्यापार के लिए एक-दूसरे से बेहतर संबंध बनाते हुए आगे बढ़ रहे हैं। भूमण्डलीकरण, उदारीकरण, औद्योगिकरण, बाजारवाद, साक्षरता, शिक्षा के प्रसार, लघु कुटीर उद्योगों के विकास आदि से वाणिज्य और व्यवसाय की प्रयोजनमूलक

भाषा के रूप में और जन व्यवहार की भाषा के रूप में हिंदी का संवर्धन हुआ है। इसके साथ-साथ वाणिज्य-शिक्षा के विकास, व्यवसायिक प्रतिस्पर्धा, विज्ञान, बैंकिंग और डाक-तार सेवाओं के विस्तार और संवर्धन आदि से हिंदी के प्रयोग-क्षेत्र में वृद्धि हुई है। इन प्रयोग-क्षेत्रों के विकास में आर्थिक आत्मनिर्भरता, न्यूनतम आवश्यकताओं की पूर्ति और रोजगार की व्यवस्था के उद्देश्यों की भी विशिष्ट भूमिका रही है। इसी संदर्भ में वाणिज्यिक और व्यवसायिक हिंदी एक विशिष्ट प्रयुक्ति क्षेत्र के रूप में उभर कर आई है। वास्तव में कोई भी भाषा एक 'व्याकरण' तक अपने को सीमित नहीं रखती, वह तो व्याकरणों का समुच्चय होती है। उसके भीतर व्याकरणों की अनेक परतें होती हैं और इसलिए भाषा को व्यवस्थाओं की व्यवस्था कहा गया है। इसीलिए भाषिक इकाई के प्रत्येक स्तर पर भाषा की प्रयुक्तियों से यह तथ्य सिद्ध होता है। इन्हीं प्रयुक्तियों के अन्तर्गत वाणिज्य-व्यवसाय की प्रयुक्ति व्यापक स्तर पर उभरी है। इन व्यावसायिक प्रयुक्ति के भीतर अनेक उपप्रयुक्तियों का जन्म भी हुआ है। व्यावसायिक प्रयोग क्षेत्र में प्रयुक्त भाषा का जो कार्य क्षेत्र विकसित हुआ है, उसमें व्यापार, व्यवसाय, उद्योग, परिवहन, बैंक, कंपनी, सहकारिता और व्यावसायिक विज्ञापन, बाजार समाचार आदि उपप्रयुक्तियों का उल्लेखनीय योगदान है। प्रयोजनमूलक भाषा का यह सबसे व्यापक प्रयोग-क्षेत्र है। एक ही प्रयुक्ति के अन्तर्गत आने के बावजूद इसके विविध अंगों की भाषा की अपनी-अपनी विशिष्टता होती है। एक ओर यह प्रयुक्ति जीवन के लगभग सभी अनिवार्य कार्यकलापों से संबद्ध होती है और दूसरी ओर इसमें क्षेत्र-विशेष से जुड़ी विशेषता भी निहित रहती है। यद्यपि वैज्ञानिक प्रयुक्ति जन सामान्य की पहुँच से दूर भी हो तो इसका प्रभाव आम आदमी के जीवन-यापन पर नहीं पड़ता, किंतु वाणिज्यिक और व्यवसायिक प्रयुक्ति के अनेक क्षेत्र जन सामान्य के लिए ही हैं।

### वैश्वीकरण / बाजार के दौर में हिंदी का स्वरूप :-

वैश्वीकरण के परिणामस्वरूप दुनिया की तमाम भाषाओं की भाँति हिंदी के स्वरूप, क्षेत्र एवं प्रकृति में बदलाव आया है, प्रसार में वृद्धि हुई है। हिंदी न सिर्फ भारतीय मंडल अपितु समूचे भूमंडल की एक प्रमुख भाषा के रूप में उभरी है। यह हकीकत है कि नब्बे के दशक में विश्व बाजार व्यवस्था के तहत बहुप्रचारित उदारीकरण, निजीकरण, भूमंडलीकरण की प्रकृति से भारत अछूता नहीं रह सकता था। धीरे-धीरे उसे भी वैश्विक मंडी में खड़ा होना ही था। जाहिर है इस वैश्वीकरण ने जहाँ एक



तरफ मुक्त बाजार की दलीलें पेश की, वहीं दूसरी तरफ दुनिया में एक नई उपभोक्ता संस्कृति को जन्म दिया, जिससे जनजीवन से जुड़ी वस्तुएं ही नहीं, भाषा, विचार, संस्कृति के तौर पर देखने की प्रवृत्ति विकसित हुई। भाषा के रूप में निश्चय ही इस नव-उपनिवेशवादी व्यवस्था ने राष्ट्रों की प्रतिनिधि भाषाओं को चुना। बहुभाषिक समाज व्यवस्था वाले भारत में हिंदी चूंकि संपर्क और व्यवहार की प्रधान भाषा थी इसलिए हिंदी को वैश्विक बाजार ने अपनाया। आज यह भाषा प्रयोजनमूलक हिंदी के नाम से बाजार की भाषा बन गयी है। जो बैंकों में कामकाजी हिंदी, व्यापारिक हिंदी, प्रयोजनपरक हिंदी या भूमण्डलीकरण के दौर की हिंदी के रूप में कार्य कर रही है। वैश्वीकरण की मूल अवधारणा अर्थकेन्द्रित है। अर्थोन्मुखी होने के कारण ही वैश्वीकरण का समूचा प्रसाद, चाहे भाषा को लेकर हो या विचार को, संस्कृति को लेकर हो या तकनीक को, सब व्यापारिक है।

### बैंकिंग एवं व्यवसाय:

बैंक एक ऐसा संस्थान है जिसका कार्य जनता से पैसा जमा करना और देना तथा जनता को ऋण की सुविधा देने का कार्य करता है। जो लोग अपनी बचत की राशि की सुरक्षा और ब्याज देने का कार्य बैंक करता है। यह आवश्यकतानुसार समय-समय पर जरूरतमंद लोगों को जरूरत के हिसाब से ऋण प्रदान करता है। वर्तमान आर्थिक युग में कृषि, उद्योग एवं व्यापार के विकास के लिए बैंकिंग व्यवस्था एक अनिवार्य आवश्यकता बन गयी है। वर्तमान समय में देश की अर्थव्यवस्था की रीढ़ बैंक



कहलाता है। जिस देश का बैंकिंग ढांचा जितना मजबूत होगा वह देश आर्थिक दृष्टि से उतना ही समृद्ध होगा। बैंक देश की बिखरी संपत्ति को एकत्रित करने का कार्य भी करता है।

जैसाकि हम जानते हैं कि भाषा कारोबार का माध्यम होती है। आज यही कारण है कि विश्व समुदाय के कई देश भारत को अपना बाजार मानकर

अपने कर्मचारियों को हिंदी एवं आमजन की भाषा की शिक्षा प्रदान कर रहे हैं। उनका मुख्य उद्देश्य उनके व्यवसाय को बढ़ाना होता है। पूरे भारत में जिस प्रकार हिंदी एक संपर्क भाषा के रूप में व्याप्त है वह किसी भी संस्था एवं संगठन के व्यवसाय का मुख्य माध्यम हो सकती है। चूंकि बैंकों का ग्राहक वर्ग मुख्य रूप से हिंदी भाषी है अतः यह उम्मीद की जाती है कि बैंकों में कारोबार की शत प्रतिशत भाषा हिंदी अथवा आधुनिक भारतीय भाषाएं बनें।

भाषा का मुख्य उद्देश्य विचारों का आदान-प्रदान करना है, भाषा केवल संप्रेषण माध्यम ही नहीं अपितु वह आमजन के चरित्र का भी निर्माण करती है।

हिंदी आज न केवल कारोबार की भाषा बल्कि कारोबार में तकनीक आधारित भाषा भी बन गई है। एक ओर तो यह माइक्रोसॉफ्ट कंपनी के कंप्यूटरों में पूरी तरह हिंदी के रूप में प्रदर्शित हो रही है तो दूसरी तरफ यह इंटरनेट और वेब संसार की भाषा बनकर ग्लोबल भाषाओं को कड़ी प्रतिस्पर्धा दे रही है।

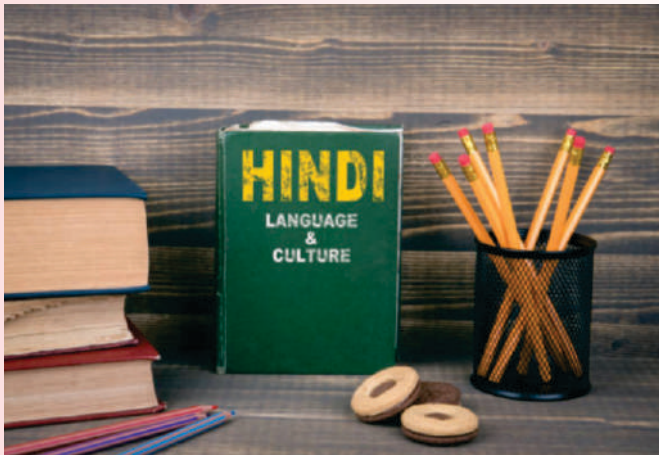
बैंकिंग जैसे सेवा क्षेत्र में इस जन-जन की भाषा की उपयोगिता हमेशा रही है। बैंकों के अखिल भारतीय स्वरूप एवं देश के सर्वाधिक पिछड़े एवं वंचित तबके को बैंकिंग सुविधाएं एवं वित्तीय सहायता प्रदान कर उन्हें आर्थिक विकास के प्रगति चक्र से जोड़ने का संकल्प भला हिंदी के बगैर कैसे चल सकता था। बैंक का सीधा संबंध देश की जनता से होता है। बैंकिंग सेवाएं देश के गांव-गांव व दूर दराज के क्षेत्र की जनता तक पहुंच रही हैं और उनकी समझने व बोलने वाली भाषा स्थानीय भाषा हिंदी ही होती है। इसलिए हिंदी भाषा आज बैंकों के लिए कारोबार की जरूरत बन गयी है।

अतः हिंदी के प्रयोग से ग्राहकों की अपेक्षित सेवाएं सहज और सफलतापूर्वक पूरी की जा सकती है। हिंदी से प्रभावित होने वाले बैंकिंग क्षेत्र में सर्वप्रथम परामर्श बैंकिंग है। वास्तव में ग्राहक पहली बार बैंक शाखा में एक उत्सुक ग्राहक के रूप में ही आता है अगर उसकी उत्सुकता एवं जिज्ञासा को उसकी अपनी भाषा में शामिल किया जाए जो ग्राहक और बैंक आसानी से समझते हो, तो परामर्श बड़ा ही सार्थक होगा। अतः ऐसी भाषा हिंदी ही हो सकती है क्योंकि हिंदी के द्वारा ग्राहकों की अपेक्षाओं को आसानी से पूरा किया जा सकता है और ग्राहक संतुष्ट ही नहीं होता अपितु वह हमारा सच्चा मित्र भी बन जाता है। अतः इस भाव को बढ़ाने में हिंदी बहुत ही उपयोगी सिद्ध हो सकती है।

ग्रामीण क्षेत्र में लोगों का जीवन स्तर उठाने में बैंकों की अहम भूमिका होती है। अतः प्राथमिकता प्राप्त क्षेत्र, ऋण, सामाजिक बैंकिंग का ही रूप

माना जाता है। आज बैंक अपने कुल ऋण का लगभग एक बड़ा हिस्सा ग्रामीण क्षेत्रों में वितरित करता है। गांव के किसान व कृषि मजदूर सभी स्थानीय भाषा हिंदी को अच्छी तरह से समझते हैं और बोलते हैं। ऐसे में बैंकों द्वारा अपनी कारोबारी भाषा के रूप में हिंदी अपनाना एक राष्ट्रीय दायित्व एवं राष्ट्र की अपेक्षा भी बन जाती है।

आर्थिक जगत के भूमंडलीय परिवेश में पिछले दो दशक से व्यापक परिवर्तन हो रहा है जिसमें से पिछले दशक में आर्थिक जगत में नित नए परिवर्तनों की ऑंधी सी आ गई है। किसी भी समाज या राष्ट्र के आर्थिक जगत की धूरी उस देश की बैंकिंग व्यवस्था होती है। सामाजिक परिवर्तनों के साथ-साथ आवश्यकताएँ, आकांक्षाएँ और अभिलाषाएँ भी परिवर्तित होती हैं जिससे नव चेतना, नव उमंग का प्रादुर्भाव होता है। इन सबके परिणामस्वरूप बैंकिंग को भी तदनुसार परिवर्तन करना पड़ता



है। भूमंडलीकरण के साथ-साथ देशगत परिस्थितियों ने भी बाजार के स्वरूप में लगातार परिवर्तन करना आरंभ किया। इस परिवर्तन से जनसामान्य के जीवन में भी बदलाव आना शुरू हुआ जिसके परिणामस्वरूप उनके आर्थिक जीवन में भी प्रगति की नई किरणें आनी शुरू हुई और फिर आरंभ हुआ नवधनाड्यए वर्ग जिसने उपभोक्तावाद संस्कृति को बढ़ाना शुरू किया। हमारे देश की उदार आर्थिक नीतियों से विश्व बाजार देश के बाजारों में दिखना आरंभ हुआ जिसे बाजार में नए उत्पादों के आगमन के साथ जनसामान्य में एक आकर्षण पैदा होने लगा। देश की आर्थिक स्थिति के सुधार होने की प्रक्रिया से जीवन शैली में वैभव की झलक मिलने लगी तथा बेहतर सुख और सुविधाओं की मांग बढ़ने लगी। इस प्रकार की आर्थिक प्रगति, सामाजिक परिवर्तन आदि ने जनसामान्य के मन में सपने सजाने शुरू किए तथा हैसियत से बढ़कर जीने की ललक ने व्यक्ति को बैंकों की ओर मुड़ने पर विवश किया। बैंकों ने इस स्थिति का भरपूर लाभ उठाया और नई-नई योजनाओं के साथ बेहतर सेवा प्रदान कर ग्राहक आधार बनाने लगा।

हम भारत के हम भारतीय बैंकिंग कारोबार तथा वित्तीय क्षेत्र की ओर दृष्टिपात करते हैं तो पाते हैं कि ग्रामीण क्षेत्रों में ही नहीं वरन् शहरी क्षेत्रों में भी जनता में वित्तीय साक्षरता का अभाव है। किसी भी देश के पूँजी बाजार का सशक्त होना उसकी सुदृढ़ आर्थिक स्थिति को दर्शाता है परन्तु भारत में पूँजी बाजार में केवल अंग्रेजी का बोलबाला होने से कमाने वाले लगभग 83% भारतीयों को यह नहीं मालूम कि शेयर बाजार क्या है और क्यों है? इसी प्रकार इक्विटी, म्यूचुल फंड, वित्तीय प्लानिंग, बीमा, मैडिकलेम, पॉलिसी, टर्म प्लान, गृह ऋण, के.सी.सी., शिक्षा ऋण आदि के बारे में भी बहुत कम जानकारी है, साथ ही ग्रामीण क्षेत्रों में कृषि वित्त के विभिन्न साधनों, प्रौद्योगिकी के उपयोग, अवसरों की विविधता, बाजार सह-बद्ध मूल्यों आदि के बारे में जानकारी/ जागरूकता नगण्य है। इसका मुख्य कारण इन क्षेत्रों में हिंदी एवं भारतीय भाषाओं में सामग्री उपलब्ध नहीं होना है यदि है तो उस भाषा का क्लीष्ट होना। अतः जो भी सामग्री आमजन एवं ग्राहकों को उपलब्ध करानी है वह ग्राहक की भाषा में उपलब्ध कराया जाये। अनुवादित सामग्री पर निर्भर नहीं रहा जाये बल्कि मौलिकता की ओर ध्यान दिया। इसलिए हमें प्रयोजनमूलकता की ओर अग्रसर होना चाहिए।

वर्तमान समय में बैंकिंग उद्योग ग्राहकों को अपनी भाषा में पास-बुक एवं ड्राफ्ट, पाससीट की सुविधा नहीं दे पाया है। इस चुनौती से निपटने का माध्यम भी हिन्दी और भारतीय भाषाएँ ही हो सकती हैं। इस स्थिति को भाँपते हुए निजी क्षेत्र के बैंकों ने रिटेल व्यवसाय को बढ़ाने के लिए अर्द्धशहरी और ग्रामीण क्षेत्रों में प्रवेश कर अपना अंग्रेजी चोला उतार फेंका है और वे राष्ट्रीयकृत बैंकों को चुनौती दे रहे हैं। मार्केटिंग में अपनी गढ़ी हुई हिंदी को स्थापित करने की होड़ मची हुई है। राजस्थान उच्च न्यायालय के आदेश के बाद बैंकिंग व्यवहार में कोर बैंकिंग सॉल्यूशन में भी हिंदी का समावेश कर बैंकों ने वित्तीय प्रौद्योगिकी के क्षेत्र में एक नए भाषाई परिवेश की शुरुआत की है। इलैक्ट्रॉनिक और प्रिंट मीडिया ने भी हिंदी की आर्थिक पत्रकारिता के क्षेत्र में दस्तक देकर व्यावसायिक हिंदी के मुहावरे को लोकप्रिय बनाने का प्रयत्न किया है।

इस प्रकार व्यापार व्यवसाय के बाह्य जगत में तो हिंदी और भारतीय भाषाएँ दिखाई देने लगी हैं किंतु इनके आंतरिक कार्यों में अंग्रेजी का ही बोलबाला है। इनकी नीतियाँ और उनके पालन में हिंदी और भारतीय भाषाएँ कहीं नहीं हैं। हिंदी और भारतीय भाषाओं का प्रयोग केवल तात्कालिक व्यावसायिक हितों को साधने के लिए हो रहा है। यदि हमें भारतीय अर्थव्यवस्था को नई ऊँचाईयों तक लेकर जाना है तो हमें अपनी भाषाओं को अपनाना ही होगा और हमें इसका नया स्वरूप प्रयोजनमूलक हिंदी के रूप में आमजन के दिल में जगह बनानी होगी।





## अहमदाबाद

दिनांक 06 व 07 मार्च, 2020 को कार्यपालक निदेशक, सुश्री ए मणिमेखलै ने अंचल कार्यालय का दौरा किया। 06.03.2020 को सीएसआर गतिविधि के तहत आर ओ प्रणालीयुक्त एक वाटर कूलर कार्यपालक निदेशक, सुश्री ए मणिमेखलै द्वारा स्थानीय वृद्धाश्रम "जीवन - संस्था" के निवासियों को प्रदान किया गया। उन्होंने 200 बेड-शीट भी सौंपी, उनके साथ बातचीत की और



धैर्यपूर्वक उनके मुद्दों को सुना। उन्होंने निवासियों के लिए स्थानीय रूडसेटी के माध्यम से व्यावसायिक प्रशिक्षण की व्यवस्था करने का आदेश दिया ताकि वे जरूरत पड़ने पर वित्तीय रूप से आत्मनिर्भर हो सकें और अंचल प्रमुख को आवश्यकता होने पर वित्तीय सहायता प्रदान करने की सलाह भी दी।

दिनांक 07.03.2020 को कार्यपालक निदेशक, सुश्री ए मणिमेखलै ने हमारी साबरमती शाखा के पुनर्निर्मित परिसर का उद्घाटन किया और शाखा के कॉर्पोरेट स्वरूप की सराहना की। उन्होंने शाखा के ग्राहकों, कर्मचारियों के



सदस्यों को संबोधित किया और एचएनआई ग्राहकों को सम्मानित किया। उनके साथ बातचीत की और विशेष रूप से सिंडिकेट बैंक के सम्मेलन के संदर्भ में उनके प्रश्नों का उत्तर दिया। इसी क्रम में अंचल कार्यालय / क्षेत्रीय कार्यालय / आरएच / एसएमई सुलभ के साथ चयनित वीएलबी और स्थानीय शाखाओं का कार्यपालक निदेशक, सुश्री ए मणिमेखलै और महा

प्रबंधक, श्री के एच पटनायक ने समीक्षा की। अपने संबोधन में उन्होंने वर्ष के कारोबार लक्ष्य को प्राप्त करने और उन्हें लक्ष्य से अधिक योगदान करने के लिए प्रेरित किया।

## चंडीगढ़

दिनांक 29.01.2020 को क्षेत्रीय कार्यालय चंडीगढ़ में विशेष खुदरा ट्वेंटी-ट्वेंटी अभियान का आयोजन महाप्रबंधक, श्री बी पी जाटव के कुशल मार्गदर्शन में किया गया। कार्यक्रम में उप महा प्रबंधक, श्री सुच्चा राम स्थानीय शाखा प्रबंधक, सक्रिय डीएसए, बिल्डर्स और ग्राहकों ने बड़ी संख्या



में भाग लिया। ग्राहकों के बीच मंजूरीयों को वितरित किया गया और सभी योजनाओं की जानकारी दी गई। अभियान अवधि के दौरान, क्षेत्रीय कार्यालय चंडीगढ़ ने 53 आवास ऋण में 13.63 करोड़ रुपये की राशि मंजूर की और 8.70 करोड़ रु का संवितरण किया गया।

दिनांक 22.01.2020 को सीएसआर गतिविधि के अंतर्गत हमारे रुडसेटी से प्रशिक्षित महिलाओं को स्व-रोजगार के लिए सिलाई मशीन वितरण और



केनरा विद्या ज्योति योजना के तहत मेधावी छात्रों को छात्रवृत्ति का वितरण महा प्रबंधक, श्री बी पी जाटव द्वारा क्षेत्रीय कार्यालय जालंधर में किया गया।

कार्यक्रम में महाप्रबंधक श्री बी पी जाटव द्वारा पांच सिलाई मशीनें लाभार्थियों को सौंपी गईं साथ ही जालंधर क्षेत्र के विभिन्न सरकारी स्कूलों की 25 छात्राओं को केनरा विद्या ज्योति योजना के तहत छात्रवृत्ति प्रदान की गई।

दिनांक 06.03.2020 को कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने चंडीगढ़ अंचल कार्यालय का दौरा किया। कार्यक्रम में कार्यपालकों के साथ चर्चा, उच्च मालियत वाले ग्राहकों (मौजूदा और भावी) के साथ मुलाकात,



उच्च जोखिम वाले उधारकर्ताओं के साथ समाधान / एकल समाधान के लिए बैठक तथा क्षेत्रीय कार्यालय / पीसीबी / एआरएम / ईएलबी / वीएलबी व स्थानीय शाखाओं के कार्यनिष्पादन की समीक्षा भी आयोजित की गई।

अंचल कार्यालय के अधिकारियों के साथ बातचीत के दौरान कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने अंचल के कारोबार लक्ष्यों के कार्य निष्पादन



की समीक्षा की और लक्ष्यों की प्राप्ति सुनिश्चित करने के लिए समयबद्ध रणनीतियों का सुझाव दिया।

### जयपुर

दिनांक 15.02.2020 को प्रबंध निदेशक व मुख्य कार्यपालक अधिकारी, श्री एल वी प्रभाकर ने जयपुर अंचल कार्यालय का दौरा किया। इस दौरान वसूली, विधि व धोखाधड़ी विभाग, प्रधान कार्यालय, मुख्य महा प्रबंधक, श्री एम एम चिनिवार भी उपस्थित थे। इस अवसर पर प्रबंध निदेशक व मुख्य कार्यपालक



अधिकारी, श्री एल वी प्रभाकर ने कार्यक्रम में उपस्थित सभी कार्यपालकों, अधिकारियों व कर्मचारियों को संबोधित करते हुए उन्हें प्रेरित किया।

इसी क्रम में जयपुर अंचल की वीएलबी शाखाओं की समीक्षा की गई। प्रबंध निदेशक व मुख्य कार्यपालक अधिकारी, श्री एल वी प्रभाकर ने खराब ऋणों की वसूली पर जोर दिया और वसूली की दर में सुधार के उपाय सुझाए। इसके



पश्चात उन्होंने सम्मानित ग्राहकों के साथ बातचीत के क्रम में उनकी समस्याएं सुनीं और उनका निवारण भी किया। 800 करोड़ रुपये अधिक के नए प्रस्तावों की खोज की गई, जो जल्द ही हमारे कारोबार के अंतर्गत आने की संभावना है।

दिनांक 20.02.2020 को जयपुर अंचल की एसएमई विशेष शाखाओं की समीक्षा बैठक श्री सुधाकर आहूजा, महा प्रबंधक के कुशल मार्गदर्शन में आयोजित की गई, जिसमें 10 एसएमई विशेष शाखाओं ने भाग लिया। बैठक





में, शाखाओं के प्रदर्शन की समीक्षा की गई और आगामी तिमाही में लक्ष्य प्राप्त करने के लिए रणनीति की समीक्षा अधिकारियों द्वारा गहराई से चर्चा की गई।

शाखाओं को एमएसएमई को क्रेडिट प्रवाह को अधिकतम करने की सलाह दी गई। प्रधान मंत्री कार्य बल में अनिवार्य लक्ष्यों की प्राप्ति पीएसबी -59 मिनट पोर्टल के तहत ऋण आवेदनों का प्रसंस्करण, स्टैंड अप इंडिया योजना के तहत अधिकतम आवेदनों की स्वीकृति, पीएमईजीपी आवेदनों का समयबद्ध निपटान, माइक्रो खातों की संख्या बढ़ाना और न्यूनतम 10% विकास सुनिश्चित करना और क्षेत्र आधारित गतिविधियों पर विशेष ध्यान देकर आरआईआईसीओ औद्योगिक क्षेत्र में शिविरों / यात्राओं का आयोजन की रूपरेखा भी निर्धारित की गई।

## करनाल

अंचल कार्यालय, करनाल के महिला उद्यमिता विकास प्रकोष्ठ, करनाल ने बरसात शाखा के समन्वय में गाँव बरसात में 14 फरवरी से 15 फरवरी 2020 तक "दो दिवसीय उद्यमिता जागरूकता कार्यक्रम" का आयोजन किया। कार्यक्रम में आसपास के गांवों की 35 महिलाओं ने सक्रिय रूप से भाग लिया।



इस अवसर पर श्री अभिमन्यु मलिक (डीडीएम, नाबार्ड) ने अपने संबोधन के दौरान सभी प्रतिभागियों का स्वागत किया। श्री एस के सिंघल (एलडीएम, करनाल), श्री तिलक राज (एफपीएस अनुभाग प्रमुख, क्षेत्रीय कार्यालय करनाल) ने महिला प्रतिभागियों को संबोधित और प्रेरित किया।

दिनांक 07.03.2020 को कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने अंचल कार्यालय का दौरा किया। इस अवधि में अनेक कार्यक्रमों का आयोजन किया



गया। सर्वप्रथम सीएसआर गतिविधि के अंतर्गत तपन रिहैबिलिटेशन सोसाइटी "प्रज्ञा" इंस्टीट्यूट फॉर एजुकेशन एंड ट्रेनिंग ऑफ डिसेबल्ड (दिव्यांग व्यक्ति), निलोखेड़ी (करनाल) को 5 स्टील अलमीरा, 10 सीलिंग फैंस, किराना आइटम, स्टेशनरी और अन्य उपयोगी उपकरण प्रदान किए गए। संस्थान की संस्थापक निदेशक डॉ सुजाता ने कार्यपालक निदेशक, श्री देवाशीष मुखर्जी और उप महाप्रबंधक, श्री पुरुषोत्तम चंद का स्वागत किया। संस्थान के बच्चों द्वारा सांस्कृतिक कार्यक्रम प्रस्तुत किया गया। कार्यपालक निदेशक महोदय ने भविष्य में संस्थान को केनरा बैंक द्वारा आगे भी सहायता के लिए आश्वस्त किया।

इसी क्रम में कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने सीसीजी और एमएसएमई के उच्च मूल्य उधारकर्ता ग्राहकों (मौजूदा और भावी) के साथ



बैठक की जिसमें खाते की वर्तमान स्थिति और बैंक से आगे आवश्यकता / सहायता के बारे में विस्तृत चर्चा की गई।

श्री देवाशीष मुखर्जी, कार्यपालक निदेशक ने अंचल के कार्यपालकों, ईएलबी / वीएलबी शाखा, क्षेत्रीय कार्यालय और अनुभाग प्रमुखों को संबोधित करते



हुए कासा, प्राथमिक क्षेत्र, कृषि, एमएसएमई और एनपीए के अंतराल को कम करने का सुझाव दिया।

### लखनऊ

दिनांक 02.03.2020 को कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने लखनऊ अंचल कार्यालय का दौरा किया। अंचल के अधिकारियों के साथ बातचीत करते हुए उन्होंने बैंक द्वारा दिए गए कॉर्पोरेट लक्ष्य को प्राप्त करने के लिए विभिन्न समयबद्ध रणनीतियों का सुझाव दिया। उन्होंने 12 शीर्ष उच्च मूल्य उधारकर्ताओं की व्यावसायिक गतिविधि को समझने के लिए तथा उन्हें



दी गई ग्राहक सेवा का फीड बैक और उनकी भविष्य की वित्तीय आवश्यकताओं का पता लगाने के लिए उनके साथ चर्चा की। सभी उच्च मूल्य उधारकर्ताओं के साथ बातचीत के बाद उन्होंने अंचल को उपयुक्त दिशा-निर्देश दिए।

इसके पश्चात कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने अनुभागों और गैर निष्पादित शाखाओं की समीक्षा की। श्री देवानंद साहू, महा प्रबंधक ने आश्वासन दिया कि अंचल अधिकतम मापदंडों के अनुसार आवंटित लक्ष्यों को प्राप्त करने में उम्मीदों पर खरा उतरने का प्रयास करेगा। समीक्षा के दौरान



कार्यपालक निदेशक महोदय ने बढ़ते एनपीए, नकारात्मक शाखाओं, नए ऋण प्रतिबंधों और संवितरण पर चिंता व्यक्त की। उन्होंने प्रमुख व्यावसायिक मापदंडों के तहत आवंटित लक्ष्यों अर्थात् कासा, अग्रिम, गैर-ब्याज आय और एनपीए में कमी की प्राप्ति के लिए भी प्रतिबद्धता जताई।

### मुम्बई

दिनांक 26.02.2020 को आयोजन क्षेत्रीय कार्यालय, उत्तरी मुंबई द्वारा घाटकोपर पश्चिम शाखा में रीटेल एक्सपो का आयोजन किया गया। श्री पी वी जनार्दन राव, उप महा प्रबंधक ने अपने उद्घाटन भाषण के दौरान ग्राहकों को बैंक द्वारा की गई पहल के बारे में बताया और ग्राहकों को बेहतरीन उत्पाद



पेश करने और आरएटी के उद्देश्य को टीएटी सुनिश्चित करने के लिए बताया। उन्होंने ग्राहकों को कम ब्याज दर का लाभ प्राप्त करने के लिए शीघ्र पुनर्भुगतान ट्रैक रिकॉर्ड बनाए रखने का भी आह्वान किया।

### पटना

दिनांक 21.02.2020 को एसएमई सुलभ, अंचल कार्यालय, पटना द्वारा भागलपुर में एमएसएमई शिविर का आयोजन किया गया। एमएसएमई कैप की अध्यक्षता मंडल प्रबंधक, श्री नंद राज कुमार, एसएमई सुलभ, पटना ने की। शिविर के दौरान हमारे कई एमएसएमई उत्पादों का विस्तार किया गया। केनरा ट्रेड, डॉक्टर च्वाइस, एमएसएमई कैप, केनरा जीएसटी और अन्य



उत्पादों को ग्राहकों के बीच विवरण के साथ विस्तृत किया गया था। पीएमईजीपी, स्टैंड अप इंडिया और मुद्रा जैसी सरकारी प्रायोजित योजना पर भी विशेष ध्यान दिया गया। भावी ऋण लेने वालों के लिए सरकार की विशेष योजना ब्याज अनुदान के बारे में भी विस्तार से बताया गया।



दिनांक 07.03.2020 को "अंतर्राष्ट्रीय महिला दिवस 2020" अंचल कार्यालय पटना में मनाया गया। बिहार की प्रसिद्ध प्रसूति रोग और स्त्री रोग विशेषज्ञ पद्मश्री, डॉ. शांति राय इस अवसर पर मुख्य अतिथि थीं। महा प्रबंधक, श्री फ्रैंकलिन सेल्वाकुमार ए सभी अधिकारियों और महिला कर्मचारियों के साथ मुख्य अतिथि का स्वागत किया और उन्हें सम्मानित



किया। मुख्य अतिथि ने अपने संबोधन में महिला स्वास्थ्य, स्वच्छता पर विचार-विमर्श किया और महिला कर्मचारियों को हमेशा मजबूत और आश्वस्त रहने की सलाह दी और अपनी परंपराओं को कभी नहीं भूलने की सलाह दी। उन्होंने महिला कर्मचारियों को बैंक और समाज के लिए भी अपना सर्वश्रेष्ठ योगदान देने के लिए प्रेरित किया।

दिनांक 12.03.2020 को कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने अंचल कार्यालय, पटना का दौरा किया। अपनी यात्रा के दौरान उन्होंने अंचल के कार्य निष्पादन की समीक्षा की। कार्यपालक निदेशक, श्री देवाशीष मुखर्जी ने बिहार में सीडी अनुपात में सुधार करने के लिए खुदरा, एमएसएमई और कृषि ऋण के तहत गुणवत्ता ऋण के संवितरण द्वारा ऋण में वृद्धि करने के लिए



सर्किल पर प्रभावित किया। इसके अलावा, उन्होंने कहा कि बिहार राज्य तीव्र गति से विकास कर रहा है और कॉर्पोरेट ऋण को बढ़ाने के अच्छे अवसर हैं। कासा स्थिति को बेहतर बनाने के लिए, कार्यपालक निदेशक ने अंचल को जड़ों तक जाने और अधिक से अधिक संस्थागत, स्कूल / कॉलेज और व्यक्तिगत खाते खोलने की सलाह दी ताकि निरंतर वृद्धि करते हुए हमारे

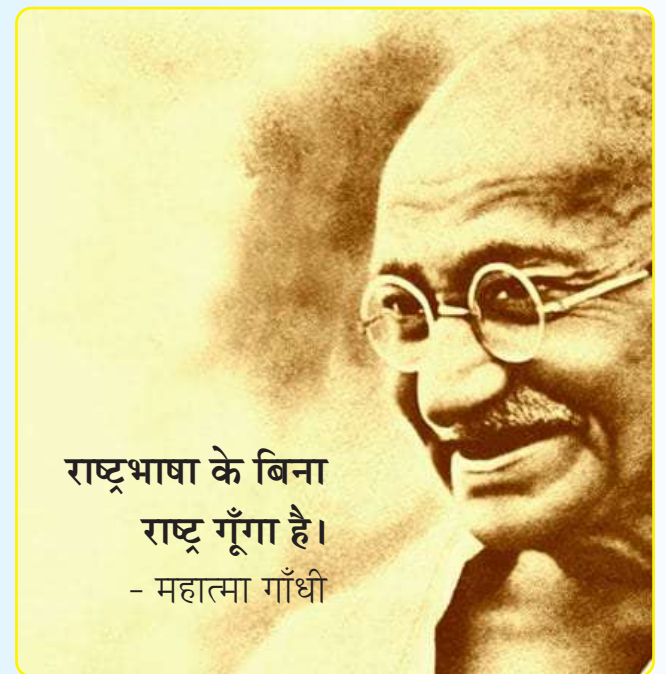
ग्राहकों को अधिक से अधिक संख्या में जोड़ा जा सके। इस अवसर पर महाप्रबंधक, श्री फ्रैंकलिन सेल्वा कुमार ए तथा सहायक महा प्रबंधक, श्री संजय कुमार मिश्रा, श्री बिनय कुमार और श्री आर वी एस सुब्बा राव उपस्थित थे।

## पुणे

दिनांक 24.02.2020 को अंचल कार्यालय, पुणे द्वारा अपने कर्मचारियों के लिए लोक वित्तीय प्रबंधन प्रणाली और जीईएम पोर्टल पर एकदिवसीय प्रशिक्षण का आयोजन किया गया। सभी क्षेत्रीय कार्यालयों के विपणन अधिकारी / प्रबंधक, पीएफएमएस में निर्दिष्ट शाखाओं के अधिकारी / प्रबंधक



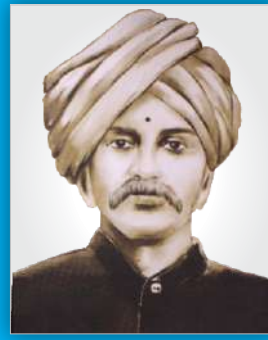
तथा विभिन्न सरकारी विभाग के अधिकारियों ने प्रशिक्षण में भाग लिया। कार्यक्रम का उद्घाटन महा प्रबंधक श्री संदीप जे गवारे ने किया। उन्होंने सभी प्रतिभागियों को संबोधित करते हुए प्रशिक्षण के महत्व पर विचार प्रस्तुत किया।



## Canara Bank Founder, MDs



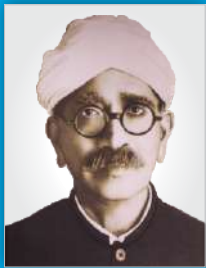
**A Subba Rao Pai,**  
Founder Canara Bank  
(1906 - 1909)



**A Venkataramana Pai**  
(1906 - 1916)



**V Rama Rao**  
(1917 - 1918)



**A Srinivasa Pai**  
(1918 - 1942)



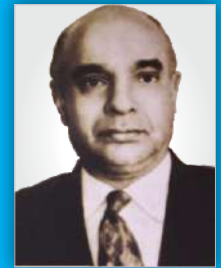
**B Venkatrao Baliga**  
(1942 - 1945)



**A Damodar Pai**  
(1945 - 1962)



**K P J Prabhu**  
(1962 - 1973)



**C E Kamath**  
(1973 - 1982)



**B Ratnakar**  
(1982 - 1988)



**N D Prabhu**  
(1988 - 1991)



**J V Shetty**  
(1992 - 1996)



**T R Sridharan**  
(1997 - 1999)



**R J Kamath**  
(2000 - 2001)



**R V Shastri**  
(2001 - 2004)



**V P Shetty**  
(2004 - 2005)



**M B N Rao**  
(2005 - 2008)



**A C Mahajan**  
(2008 - 2010)



**S Raman**  
(2010 - 2012)



**R K Dubey**  
(2013 - 2014)



**Rakesh Sharma**  
(2015 - 2018)



**R A Sankara Narayanan**  
(2019 - 2020)



**L V Prabhakar**  
(2020)



# *Syndicate Bank Founders, MDs*



**Upendra Ananth Pai**  
Cofounder, Syndicate Bank



**Vaman Kudva**  
Cofounder, Syndicate Bank



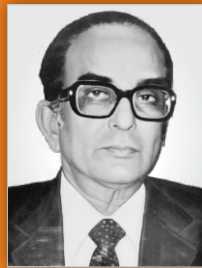
**Dr. T M A Pai**  
Cofounder, Syndicate Bank



**T A Pai**  
(1967 - 1970)



**K K Pai**  
(1970 - 1978)



**R Raghupathy**  
(1978 - 1983)



**H N Rao**  
(1983 - 1984)



**A Krishna Rao**  
(1984 - 1986)



**P S V Mallya**  
(1986 - 1991)



**B L Chadha**  
(1993 - 1995)



**N K Thingalaya**  
(1995 - 1997)



**K V Krishnamurthy**  
(1997 - 2000)



**D T Pai**  
(2000 - 2002)



**Michael Bastian**  
(2002 - 2004)



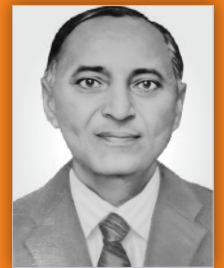
**N Kantha Kumar**  
(2005 - 2006)



**C P Swarnkar**  
(2006 - 2008)



**George Joseph**  
(2008 - 2009)



**Basant Seth**  
(2009 - 2012)



**M G Sanghvi**  
(2012 - 2013)



**Sudhir Kumar Jain**  
(2013 - 2014)



**Arun Shrivastava**  
(2015 - 2017)



**Melwyn Oswald Rego**  
(2017 - 2018)



**Mrutyunjay Mahapatra**  
(2018 - 2020)



Then the storm broke- the pamphlet published by the Canara Bank Ltd. About the 1930s crisis-continues:

The Directors also deputed P.S.Nayak, (who was to serve later as General Manager) for training in modern banking methods first in two large Indian banks and then overseas. On his return, the Directors tried to find out what exactly was at fault in the administration of the Canara Bank and what had to be done to make the Bank's funds more profitable and the Bank more prosperous.

"As a consequence, the Accounting System till then followed by the Bank was rationalised. Most of the distressed customers were induced to hand over their assets consisting mostly of landed property to the Bank without resorting to law courts. Dividend was cut down and brought to 8% within 2 to 3 years. The position of the Bank's advances slightly eased by bad and doubtful debts becoming less. The proportion of clean advances to secured, was severely cut down.

"But a new problem arose with the burden of landed properties rising to over a tenth of the Bank's total deposit. To ease this burden a new company called the Southern Land Trust Ltd. was formed and lands owned by the Bank were sold to this company, capitalised at 5% of their net yield. The loss that resulted was written off and the Canara Bank emerged out of the storms shorn of its weakness-stronger and wiser after the experience".

The pamphlet was published in 1960. Where was the necessity to speak of the 1930s crisis in 1960 when the crisis itself had been forgotten? The management of the Canara Bank offered this explanation:

"In this context and under the present day situation, profiting by this experience, we offer a suggestion that the establishment of two independent units may be explored – one a Land Mortgage Bank to take over mortgages forming part of the advance portfolios of small banks and another a land Company to take over landed property which these banks might take over in satisfaction of their debts.

For promoting these two units several banks could join together and also canvas the support of the concerned authorities. Their establishment will restore not merely the liquidity of the participating banks but also

strengthen public confidence in them.....

"This narration is told with this object in view so that our experience could be of assistance, especially to smaller banks. Further, we will consider it a privilege to answer any of their queries for we believe that by sharing the benefit of our experience with other banks we will not only be doing a duty to our sister institutions, but will also be helping the banking industry to stabilise itself for the economic well-being and progress of our country."

The man sent abroad to learn modern banking practices was Pangal Sarvothum Nayak who had joined the Bank on 19 March 1928. He had married the only daughter of Srinivasa Pai, the Bank's Chairman.

Srinivasa Pai had three sons: A. Vittal pai, who became a member of Indian Civil Service, was Personal private Secretary to Jawaharlal Nehru and later on to Dr. Rajendra Prasad, and was mainly responsible, after India became free, to set up Civil Aviation in the country. The second was Dr. A Purushottam Pai who set up medical practice in Bombay and was a roaring success. His son U.P. Pai also worked with Canara Bank. The third was A. Narayana Pai who in course of time became a Justice in the Karnataka High Court. The youngest, a daughter, Sushila, was married to Sarvothum Nayak.

Sarvothum Nayak had other connections with the Canara Bank. He was the only son of P.Gopal Nayak, the Bank's first Secretary. Thus it was that his connections with the Canara Bank Ltd. were both professional and familial. Like most aspiring young men of his times, Sarvothum Nayk did his B.A. and later his B.L. and could thus be said to have the right credentials for going into banking.



To Be Continued▶▶



## Head Office

Ms A Manimekhalai, ED inaugurated the Canara Utsav organized by Women Empowerment Section, FI Wing, HO Bengaluru at Head office Auditorium from 05th



March to 6th March 2020. The programme witnessed active participation from many women entrepreneurs.

## STC Bengaluru

As a step towards Capacity Building and to enhance the Project Appraisal Skills of Technical Staff working at PA Cell, Circle Offices a three day Re-orientation



programme on 'Project Appraisal' was held at STC, Bengaluru from 10th Feb to 12th Feb 2020.

International Women's Day was celebrated with various programmes at STC, Bengaluru. Women employees of various Branches/Offices participated in the specially designed one-day program. Mrs. Vijay Mohan Ram, IRS



(Retd) spoke on "Work Life Balance". Different sessions on various topics were taken by eminent women personalities.

## Bengaluru

A Retail Lending Camp was conducted on 27.02.2020 at RO, Davanagere by inviting customers from mapped branches. Sri S D Biradar, GM, Sri H Raghu Raja, AGM and



Sri A Thippeswamy, DM attended the function. Total Sanctions during the camp amounted to ₹4.84 crore and leads generated were to the tune of ₹6.26 crore.

As a part of the Centre for Entrepreneurship Development (CED) for Women, Bengaluru Metro RO III, in coordination with Federation of Indian Women



Entrepreneurs (FIWE) conducted a workshop on "Enabling Women Entrepreneurs" on 10.03.2020. Sri Lakshminarayana, CGM inaugurated the event. Smt. Vijayalakshmi, DGM, Sri P Vithobha, DGM and Smt. Ruparani Ravindran President of FIWE (Karnataka State) addressed the gathering.

### Bhubaneswar

International Women's Day was celebrated on 09.03.2020 at Circle Office, Bhubaneswar. The event was presided over by Sri Shreekanta Mohapatra, GM. Sri Joginder Singh Ghangas, DGM along with other Executives and staff members from CO participated in



the programme. Dr. Itirani Samanta, Editor-In- Chief, KADAMBINI (a renowned magazine of Odisha) and Mrs. Shantilata Barik, a renowned Odia Singer were Chief Guests of the programme.

### Chennai

The Q3 review meeting of Marketing Officers and Marketing Managers of Chennai Circle was conducted



on 22.01.2020 at Circle office, Chennai. Sri M Abdul Ajees, CGM delivered the Key Note address and presented the awards and Certificates of Appreciation to the top performers. Sri M Krishnaprasad, GM, SP & D Wing, HO, addressed the participants through V C. Smt S Kanimozhi, Sri D N V Srinivasa Rao, Sri S Premkumar and Sri E Kirankumar, DGMs addressed the participants.

Sri T N Manoharan, Chairman distributed Canara Vidya Jyothi Schlorships at the function organised by Canara Bank, Circle Office Chennai on 12.03.2020 and



addressed the audience. 150 students from 30 schools benefitted out of it. Sri M Abdul Ajees, CGM, addressed the students and Smt S Kanimozhi, DGM proposed the Vote of thanks.

### Hyderabad

Abhaya an NGO in co-ordination with Canara Bank organised a programme for women as part of International Women's Day Celebration on 06.03.2020. The programme was inaugurated by Additional Collector for Medchal - Malkajgiri Dist, Sri Vidyasagar





and Sri N S Nagaraju, AGM. Around 100 women participated in the programme.

As a part of Women's day celebrations, SHG members from various branches were invited to CO, Hyderabad. Sri SVJ Venu Gopal, DGM, Barnabas David Kuzur, DGM and Sri N S Nagaraju, AGM addressed the gathering and



highlighted the importance of women in today's scenario. Loan sanction letters were also handed over to 20 SHG groups amounting to ₹117 Lakhs. A free health check up to the women members was also arranged during the programme.

### Kolkata

'Walkathon on Cancer Awareness' - sponsored by Canara Bank Regional Office Howrah was conducted on 23.02.2020. Sri Laxmi Ratan Shukla, Minister of State Sports and Youth Affairs (West Bengal), Sri CG Saha, GM,



Smt Geetika Sharma, DGM, Sri Abhay Kumar Malviya, AGM, Sri P M. Roul, AGM, Sri P K Chanda, AGM, and other executives, along with 1500 people participated in the walkathon. The walkathon was conducted from Rail Museum, Howrah to Lokmanya Bal Gangadhar Tilak Park at Howrah.

Sri Debashish Mukherjee, ED on his visit to Circle Office, Kolkata on 13.03.2020 interacted with High value borrowers and detailed discussions and negotiations were also held with NPA borrowers. A Mega Adalat



exclusively for the borrowers of ARM Branch and Prime Corporate Branch was also held.

### Mangaluru

Ms A Manimekhalai, ED visited Mangaluru Circle on 03.03.2020 and reviewed the business position of the Circle, ROs, ELBs, RAH, SME Sulabhs and ARM branches. Sri Yogish B Acharya, GM gave the welcome speech. ED held discussions with top prospective borrowers and also attended the Mega Can Adalat organised at the



Circle Office. Nearly 112 parties participated, covering book liability of ₹1978.00 lakhs. OTS amount settled was of ₹1089.00 lakhs, and spot cash recovery was to the tune of ₹164.50 lakhs.

Under the banner of "Centre for Entrepreneurship Development - for Women", a CSR initiative of our bank, RO Madikeri conducted one day workshop on "Career



Guidance" for the post graduate and graduate girl students of prestigious FMKMC College, Madikeri, on 04.03.2020. The programme was inaugurated by Dr. Suman D Pennekar, Superintendent of Police, Madikeri. More than 100 students participated actively in the day long workshop. Sri V J Aruna, AGM and Sri G C Prakash, DM were also present on the occasion.

### Thiruvananthapuram

New Premises of Nattassery Branch was inaugurated on 10.02.2020 by the President, Vijayapuram Panchayath. The Vice President inaugurated the ATM. Sri Alex P John,



AGM welcomed the gathering. Executives & Staff from branch as well as RO were present on the occasion. Sri S Sivakumar, DM, and Smt. Juliet Joseph, Manager, Nattassery Branch proposed vote of Thanks.

As a part of CSR initiative by Palakkad Regional Office, Sri Nair Ajit Krishnan, GM, handed over the Steel chairs and Examination table to Public Health Centre, Pallassana on 07.03.2020. Sri C M Harilal, AGM, and Sri C Ravindranathan, AGM, also attended the function.



### Vijayawada

Review meet of ELB/VLBs, SME Sulabhs, RAHs and ARM branch was conducted at Vijayawada on 28.02.2020. Sri I Shabbir Hussain, GM, delivered the keynote address and advised all the participants to improve



CASA, RTD and advances. Sri G S Ravi Sudhakar and Sri D Surendran, DGMs and other executives of the Circle participated in the proceedings.

**Coming together is a beginning, staying together is progress, and working together is success.**

**- Henry Ford**



## Facilitating Change & Employee Transformation

Change is a dreaded word. We have that innate tendency to resist change. Be it a very significant one like a career change to the inconsequential ones like taking a different route to office. Our fixed mindset makes it very difficult to break the shackles and embrace something, which is new, novel and pristine. Because of this fear and ambiguity about any change process, we often tend to resist it. The consequence of this is stress, distress and distrust.



If we delve deep into this psychology, it is interesting to note that throughout our lives we have been tuned to have certain fixed characteristics and behavioral traits. First and foremost thing is we have been conditioned to live in our comfort zone. From school to college to work, if we just cogitate for a moment, our likes and dislikes have not changed much. Right from choosing apparels to picking friends, we are so used to having that same pattern that any deviation from the obvious would unsettle us. The slightest change in any of these routine endeavors would make us jittery, incapable of acting with composure and resoluteness. Slowly but steadily these patterns, quite unknowingly, become part of our lives. That is why we often find it difficult to mingle with different groups, resist role changes, avoid even calculated risks, stay away from challenges and find it difficult to adapt to different milieu. No, this is not a



**Kishore Thampi**  
Senior Manager  
STC, Bengaluru

character flaw or a failure though many literatures on management and personality development would construe it to be. It is just a minor impediment to our growth and in having an open mindset.

We can come out of this straight-jacketed thinking and refurbish our approach towards life by negating our self-preoccupation and embracing the larger picture of social wellbeing. The sooner we realize this, the more involved and engaged we will be in creating a huge difference to the lives of people around. Our actions and deeds will gravitate from the periphery of mediocrity to a resonating core of excellence. And that is the need of the hour.

The financial industry, with its ubiquitous lopsidedness, has time and again posed major challenges for banks. The dwindling economy, the catastrophic recession and the changing work force dynamics have thrown open challenges galore for many banks and financial institutions. In such devastating and portentous weather it comes as no surprise that certain strong measures are warranted to create a safe haven for the economy to flourish and rub shoulders with the global giants. The ongoing consolidation of 10 Public Sector Banks to form 4 robust conglomerates is a logical repercussion of this and is going to change the face of banking in lot many ways. Consolidation will bring efficiency and synergy of operations and will ensure that Indian banking sector is capable of meeting credit demand of our growing economy.

The imminent amalgamation of Syndicate Bank with our Bank will see an influx of over 30,000 people. A huge impetus towards maximizing growth potential and enriching the clientele base. Though this endeavor will take us towards the higher pedestals of financial stability, it also creates a huge challenge of successfully integrating the syndicate bank men and women with our culture, tradition and ethos and come out together as one strong unified entity ready to face the organizational

and operational challenges. It is a very strange and unsettling feeling when the organisation that you have been associated with for years together ceases to exist. It is even stranger when you wake up to a different organizational identity and everything is new and unfamiliar. This angst can be mollified as we become all the more welcoming and helping them to get acclimatized with their new surroundings. The soft skill trainings and the high sensitization programmes can provide you with valuable tips to handle such situations, but unfortunately we do not live inside the class rooms. The real world is out there with real challenges and it becomes imperative to practice what we have learnt to the best of our abilities.

As a change agent in this amalgamation process we can set the tone for what is often referred as “pockets of excellence” by propitiating a seamless transition and integration in our work arenas. There are certain significant characteristics/roles that need to be looked into in this regard.

**Team Player** - The HR climate prevalent in the amalgamated entity should exude the vibes of team work and cohesivity which will greatly help in orienting the staff towards collective excellence. We can make a difference in our work arena by being instrumental in creating strong teams unified with the edifices of respect and trust, something invaluable in the success of this amalgamation process

**Adaptability** – We can build stronger and healthier bonds with our teammates by allowing them to shed their inhibitions by helping them to get acclimatized with the new work scenario, adapting to changes in technology and work ethics, managing work place competing demands and working together as a well-knit unit.

**Personal drive and effectiveness** - By acting as a catalyst to propagate the existence of a positive, 'can-do' mentality and willing to utilize the available resources in the best possible ways.

**People management and leadership** - By motivating others (whether subordinates, colleagues, seniors or project team members) towards the achievement of

shared goals not only through the application of formal authority but also by personal role-modeling, we can establish a Professional Credibility leading to the creation of reciprocal trust.

**Business understanding:** By helping people in the adoption of a corporate (not merely functional) perspective, including awareness of financial issues and accountabilities of business processes and operations, of 'customer' priorities, and of the necessity for cost/benefit calculations when contemplating continuous improvement or transformational change.

**Professional and ethical behavior:** By being non hesitant in sharing our professional skills and technical capabilities, specialist subject knowledge, the integrity in decision-making and operational activity that are required for effective growth and development in operational matrix.

The entire array of change management process should revolve around the fact that the people in the organization feel wanted and sought after. It is only then that they will inculcate a sense of belongingness and sense of pride, which propel them to give out their best towards organizational prosperity. It should be the endeavor of each one of us to instill this concern amongst our team and create avenues and opportunities to encourage the blossoming of their individuality and also mould them through our repeated and focused HR Interventions to act as future mentors and motivators for the next generation to follow.

It goes without saying that by being empathetic, accommodative, helpful and friendly we can diffuse the purported disenchantment (post-merger syndrome) amidst the employees and act as the perfect panacea for creating a blissful and enlivening work atmosphere. Yes, together we can and together we will rise above the inequities and work with renewed zest and vigor, as one well-knit team, towards a splendid, fascinating and rewarding future.

As rightly said by Henry Ford – “Coming together is Beginning, staying together is Progress and working together is Success.





## मां

मां.....

एक शब्द नहीं  
एक अहसास है  
एक ज़िम्मेदारी है  
एक विश्वास है  
खुदा से भी बढ़कर है  
धरती पे फरिश्ता है  
जीवन उसकी तपस्या है  
हर पल अग्नि परीक्षा है

एक लड़की जब मां बनती है  
असहनीय दर्द वो सहती है  
नौ महीने बच्चे को पेट में रखती है  
पर दर्द कभी बयां नहीं करती है  
सब कुछ सहते हुए भी वो  
अपने चेहरे पे हंसी रखती है

बच्चा हंसता है तो वो हंसती है  
बच्चा रोता है तो वो भी रोती है  
बच्चे का खाना ही उसका खाना है  
बच्चे का जीना ही उसका जीना है  
बच्चे के बचपन में ही  
वो अपना बचपन जीती है

मैंने एक लड़की को सब सहते हुए देखा है  
लड़की से मां बनने के सफर को जीते हुए  
देखा है

अगर कुछ भी उसके बच्चे को होता है  
तो उसे रात रात भर रोते हुए देखा है

तुमने उसके चेहरे की हंसी को देखा है  
मैंने उसके पीछे के दर्द को देखा है  
तुमने उसे जीते हुए देखा है  
मैंने पल पल उसे घुटकर मरते हुए देखा है



नितेश गर्ग

अधिकारी  
किशनगढ़ बास कार्यालय

जमाने को दिखाने को उसे हंसना भी है  
ना भूख होते हुए उसे खाना भी है  
हर रीत और रिवाज को उसे निभाना भी है  
अपनों को खुश रखने के लिए ही  
उसे अपना पूरा जीवन जीना है

तभी तो मैं कहता हूं, कि  
मां.....

एक शब्द नहीं  
एक अहसास है  
धरती पे खुदा का अवतार है



# Cultural Integration of Two Organisations



**Sajeed K**  
Officer  
HM & L Section

The concept of culture is universal and it is found in all organisations in a unique way. It is transmitted through social learning in human societies. The culture is a learned behavior and passed through generations to make it identical from others. The culture of an organisation is made up of the values, beliefs, and behaviors that are shared among all people. Oftentimes, culture is something that is difficult to pin down and, as a result, sometimes it is tough to understand the cultural difference among organisations.



Our behavioral pattern is influenced in a close relation of individuals. When we say a close relation, it is the social relation. When there is a union of two individuals, as in case of marriage, even if they belong to the same society which follows the same customs and traditions, there is bound to be differences in many aspects. These differences are due to various factors viz; home atmosphere, parenting methods, influence of friends, teachers and elders, social circumstances of the locality where we live, the perception of the individual about the society, his needs and wants etc. The initial differences in a union or a close relation may either increase or decrease depending on the adaptability to change. Likewise, in the amalgamation of two organisations these differences are likely to exist during the initial phase.

In most of the mergers, the IT and HR integration are given top priority and the cultural integration is not given

the same preference. It is also critical to have a deep understanding of the culture of the organisation being amalgamated and the differences between the two cultures. We have to understand that the amalgamation is not a mere transaction; rather it is a transformation of the deeply rooted love and affection of employees towards one organization to another. The psychological impact it creates on the employees has to be smoothened by way of positivity created out of reunion.

Even when two organisations, symmetrical in nature, are merged to form a new entity there is bound to be difference in the culture, which may not be apparently visible. This invisible traits of culture in an organisation is unique to itself and can be a cause of numerous organisational hitches if these differences are not properly assimilated. This could be in the form of working styles, upward and downward communications, departmental responsibilities, relational approach, discipline, different decision-making styles, leadership styles, values and ethics, mission of the organisation etc. It may not seem to be a major issue for an out sider. But, this cultural difference and its influence on the employees has its significance, which cannot be totally ignored.

In any organisation, there are systems and procedures, which are distinctive to themselves. Therefore, whenever there is a change, at first instance there is a likelihood of resistance from the employees though it may not be visible outside and this internal resistance will lead to decrease in overall productivity. When the amalgamation is complete in theory, the stakeholders are mainly worried about financial results. If the basic cultural difference between the organisations is not being taken care of, the results can be devastating. Many mergers and acquisitions could not produce the desired results because of the cultural difference between them or failure to assess the cultural fit.

We may take this as a great opportunity to help employees to understand how their roles will contribute



to the success of the organisation. With more focus on employees and culture, the employees will embrace the changes and the business will thrive forward.

The brand name one entity has created in the society and the minds of the customers should not be allowed to vanish rather it should be integrated into the new amalgamated unit for a positive outcome. This process involves high level of commitment to remove any apprehension among employees and integrate them to be part of the new organisation with more dynamism. More time and resources are required to develop and create a new brand which will enable both cultures understand the opportunities of the merger.

### Areas of variance

#### Leadership style:

The employees are familiar with a style of leadership they function. The leaders change frequently in any organisation or departments and people are expected to follow the leader and they are conditioned to accept these changes. Unlike the top position in a hierarchy, the leadership in the field level is almost alike irrespective of any changes. This leadership has a unique characteristic with respect to each organisation. It bestows in itself the culture. When the employees sense a different style at the field level, there could be some ripples. If the changes are positive to make a transformation for a unified culture, the results will be tremendous.

#### Working culture imbalance:

Working culture imbalance can be sensed at lower level in the hierarchy. A person feels at home working in any branch of the parent bank. It is because the system and procedures followed and the working culture is same everywhere in the same bank. We need to accept the reality and the managers should thrive to build a unified culture at the lowest level. The acceptability of the new friend is a beginning for the new learning process and the new environment is another learning lesson for the new person. In course of time, a new working culture shall evolve with ingredients from both. The evolving of the new culture should not be by the suppression of the other, rather integration of both cultures.

#### Identity crisis:

The thoughts and behavior learned in an organisation are different at almost all levels. The internal

communications, the conducting of meetings, behavioral patterns etc. are different from each other and the employees maintain a unique identity. This is part of a cultural identity. There is fear of losing the cultural identity among people and it is very important to help both sides understand what they want to hold on during the time of transition. Since it is a new beginning, aimed at multifaceted growth of the organisation, amalgamating all the best constituencies of both sides without holding too much on the old values would be helpful for a new, fresh and exiting future.

The training plays a key role for the success of cultural amalgamation. Training curriculum may be designed by diagnosing the cultural difference and incorporating values and ethics for the evolution of a new cultural brand for the amalgamated entity. The values should have constituents of both cultures by rewriting the philosophy. Integration of corporate cultures of both organisation very effectively will pave the way for the emergence of a new culture. The values and ethics of the organisation should also be part of the training along with the training on integrated policies and products.

Normally when people move to another place they generally value the culture in which they are raised and the elements of their culture as their comfort zones. Due to many similarities of both Syndicate and Canara banks, the cultural integration will not be a major hurdle for a smooth ride. The elements of difference may be resolved through mutual respect. The participative system of decision-making, where there is a lateral interaction between the employees and the manager in sharing information, as promulgated by Rensis Likert, a big name in the field of conflict resolution, may be helpful during the present transition phase.



## “दो का दम”



**चारु कुमार**  
सहायक महा प्रबंधक  
क्षे.क.प्र.म. गुरुग्राम

दो का दम, दिखे हरदम,  
यही तो है, विश्वास का संगम।।  
अब साथ करेंगे, सेवा-विकास,  
मित्रता और विश्वास के संग।  
..... दो का दम, दिखे हरदम,  
यही तो है, विश्वास का संगम।।

कल देख हमारा, वैश्विक व्यापार,  
देवलोक से बैकुंठवासी कहें हर बार।  
ध्येय सदा ही बना रहे,  
विश्वसनीय और मैत्रीपूर्ण कारोबार।  
..... दो का दम, दिखे हरदम,  
यही तो है, विश्वास का संगम।।

दो और दो अब चार न होगा,  
तालमेल से बाईस बन दिखलायेंगे।  
कर व्यवसाय दोगुना, लाभ चौगुना,  
विश्व पटल पर अपनी छाप बनायेंगे।  
..... दो का दम, दिखे हरदम,  
यही तो है, विश्वास का संगम।।

दक्षिण भारत से हुए आरम्भ,  
छा जाएं पूरे विश्व में हम।  
देश विदेश के हर कोने में,  
गूँजे केवल अब एक ही नाम।  
..... दो का दम, दिखे हरदम,  
यही तो है, विश्वास का संगम।।

घटी दूरियां मणिपाल से बेंगलुरु की,  
अब रहें संग और बढ़ें संग।  
बनेगी अब एक नई कहानी,  
जब फिर होगी सेवा विकास के संग।  
..... दो का दम, दिखे हरदम,  
यही तो है, विश्वास का संगम।।



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Sd/-

(S DEVANARAYANAN)

SIGNATURE OF THE PUBLISHER

Date: 31 March, 2020





"KYC is impossible now.  
How to know when every  
one is wearing mask?"

"We are one now - Social  
distancing not withstanding"



"Dad, Mom, even the two big  
banks have come together. Why  
can't you two do so too?"

DEPARTMENTAL STORE



"Dad, is it a ghost store? Why is  
she telling we are running a  
skeletal service?"

Refer to "drawer" by:  
K P Ramesh Rao



## An unrepresented crisis and a coordinated policy response

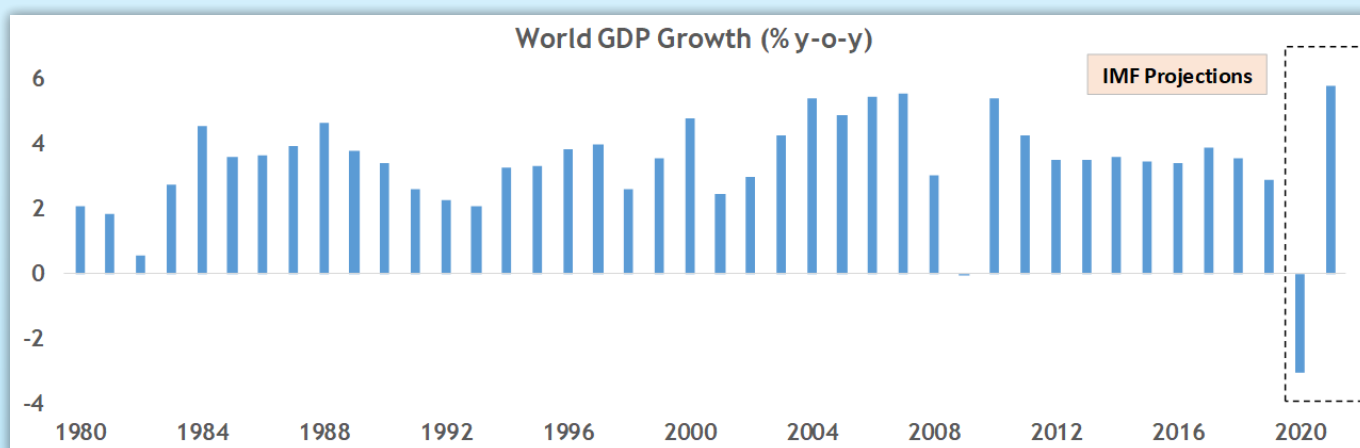


**Rupali Sarkar**  
Divisional Manager  
Economist, SP & D Wing  
HO, Bengaluru

The world today is in a precarious situation, marred by challenges never seen before. For most of last year, while the global economy was grappling with challenges like US China trade tensions, Brexit, rising protectionism and geopolitical tensions in the Middle East, there was something more acute and devastating waiting to engulf the world.

The Covid-19 pandemic started unfolding in the beginning of this year and become a central force impacting the entire world soon. The health challenges as well as the economic consequences arising out of this are unprecedented and are expected to be much greater than what has been witnessed in any of the crises seen in the past many decades. In terms of numbers, IMF expects world GDP growth to contract by 3.0% year-on-year in 2020, much sharper than -0.8% during 2008-09 global financial crisis.

While talking of economic crisis, it is worthwhile to list two points that differentiates this episode from the past ones (besides the health aspect). In any of the global economic crises since 1930, the financial sector was the key trigger and hence the immediate task was to address the financial lacuna. Second, the economic crisis was a result of an event (or a trigger) like the Lehman collapse in 2008, the dot-com bubble bust in 2000 or OPEC oil price shock in 1973. However, it is different this time. The issue in the current situation emanated as a health issue and has eventually touched every sector in the economy. Further it is still far from over. Hence, all global growth and other economic projections are based on assumptions on when one perceives the pandemic to end or at least fade. This itself may change as the situation unfolds further.



Amid all the damages, there is silver lining too in the form of a strong and coordinated policy response from economies across the globe. Fiscal measures by the Government in terms of higher spending has been

complemented with monetary measures by Central Banks like rate cuts and liquidity injection. A policy tracker introduced by the IMF shows that fiscal measures have amounted to about USD 8 trillion while

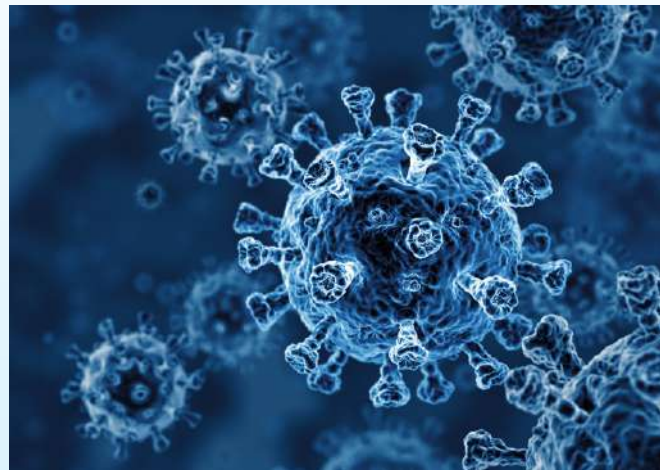


liquidity injections by central banks across the globe has amounted to over USD 6 trillion so far.

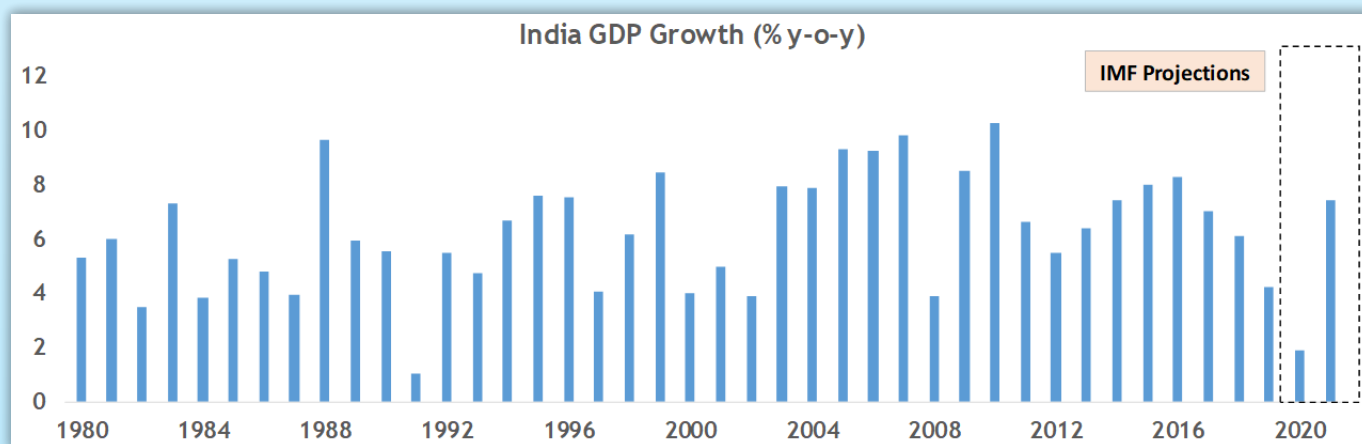
In India too, we have seen a very coordinated policy response by the Government and the RBI to the economic challenges posed by Covid-19. The Honorable Finance Minister announced Rs 1.70 lakh crore fiscal stimulus package under the banner of “PM Gareeb Kalyan Yojana” to address the survival needs of the people through higher food distribution for the population below poverty line and cash transfers to eligible beneficiaries. Further, the Finance Minister assured that more stimulus measures is likely to come as the situation unfolds.

The RBI also announced a slew of measures in two different press conferences including sharp reduction in policy Repo rate by 75 bps, two rounds of targeted long

Term Repo Operations to inject liquidity in financial markets, reduction in Cash reserve Ratio and Liquidity Coverage Ratio for banks to support lending and 3-month moratorium of all term loans without any change in their asset classification amongst others. These measures are expected to address the liquidity crunch in the financial markets and provide immediate relief to them.



The economic damages from Covid-19 and its impact on growth, income, livelihood and overall development is undeniable. However, the only solace is since the growth slowdown is not driven by structural or even cyclical economic forces and is due to a one-time exogenous shock, the economic recovery may also be fast once the pandemic subsides. But when that happens remain a question for now.



# Fintech in Banking

Financial technology (Fintech) is used to describe a new technology that seeks to improve and automate the delivery and use of financial services. At its core, Fintech is utilised to help companies, business owners and consumers better manage their financial operations, processes, and lives by utilising specialised software and



algorithms that are used on computers and, increasingly, smartphones. Fintech, the word, is a combination of "Financial Technology".

Fintech provides digital transactions and is more secure for the user. Its benefits include reduction in operation costs and user friendly. India is estimated to have over 800 million mobile phone users. The Fintech services enabled through mobiles are going to change the habits and behavior of the Indian finance sector.

India has achieved the second spot globally with largest number of financial technology (fintech) startups, according to a report. The first spot was booked by the United States leading the list. With a total of over 2,000 fintech startups, 42 per cent of them are concentrated in Bengaluru and Mumbai followed by New Delhi, Gurugram and Hyderabad.

Among all Fintech startups, the ones who had maximum share were payment companies, lending, insurance and personal finance management startups.



**Suresh Achuthan**  
Senior Manager  
RSTC, Chennai

## Payments

Both the Reserve Bank of India and the government are driving innovation-led policies for the digitization of payments. To achieve the "Digital India" vision put forth by RBI and Government, NPCI has been collaborating with Banks and startups in Fintech ecosystem.

There have been several exciting innovations in this space, such as Rupay/National Common Mobility Card, UPI, Aadhaar for eKYC, BharatQR for QR-based payments, biometric payments (AEPS), e-wallets by 50+ banks, payment banks & sound-wave-based payments for rural engagements, and last-mile connectivity. These innovations highlight the fact that India is carving out a niche for itself.

## Highlights of Digital payments:

- The digital payments market in India is expected to become a 1-trillion-dollar market by 2023.
- The mobile payments market is anticipated to reach \$190 billion by 2023 from \$10 billion in 2017-18
- UPI-enabled digital payments apps such as Paytm, PhonePe, and Google Pay are some of the top UPI-enabled mobile apps that are the front-runners of the UPI ecosystem.
- The government's in-house UPI app BHIM's market share continued to remain overshadowed by these tech giants

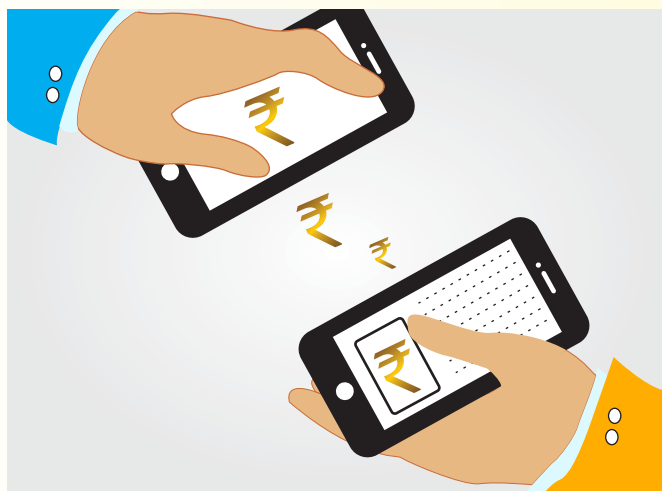
Financial Technology is successfully leading the race for financial inclusion in India, where a large percentage of the population remains unbanked. From bank transfers to an application for loans, to bill payments; most financial activities today can be conducted entirely through digital channels.

## Lending

UPI moment will come to credit market. New digital system that facilitates lending to small firms based on their cash flows is on its way. Agri-tech - Digital marketplace with Fintech enabled might transform agriculture's business process into more sustainable in term of funding and distribution.



In consumer credit, the urban population is likely to leverage FinTech lending services to avoid heavy documentation, and the rural population (which is new to credit) can benefit from alternative credit scoring mechanisms to stay away from loan sharks. This would provide access to a market with over 300 million unbanked households. Hence, Identity, authentication, credit score, job eligibility, social data to generate ratings for various use cases is likely to draw more attention in near-term.



### AGRI-TECH

Agriculture is a seasonal activity and informal lenders tend to exploit smallholder farmers who are unable to acquire loan from banks. FinTech offers farmers convenient ways of getting sources of funding through crowd funding and digital payment system. This digital marketplace might transform agriculture's business process into more sustainable form in term of funding and distribution.

Agri-fintech enables small farmers access to low cost digital credit by providing them a virtual credit card through which they purchase farm inputs at its offline retail channels and allows them to extend the funding available to rent farm equipment. Example: "farMart".

The challenges faced by fintech companies in running digital credit lending platform in rural customers is the low level of digital literacy, smartphone penetration and low internal bandwidth. To overcome this, fintech firms engage farmers using WhatsApp or missed call service to their toll free number. The firms partner with local level retailers who sell farm inputs and on-board them on its

platform. They work like point of sale outlets of fintech firms.

In lending there are two segments; loans for micro merchants to invest in their business and short – term loans for individuals. These digital lenders understand their customers and are challenging legacy financial institutions with their quick user appraisal and credit disbursement. In fact, these new age lenders have surpassed traditional financiers in the low – value personal loan segment in some of the largest cities in the country.

Established banks and NBFCs can borrow money cheaper than FinTech start-ups. This puts these FinTechs at a disadvantage. Established banks and large NBFCs also have on-ground footprint and relationships which can be leveraged to add new target segments at low incremental costs.

### Positive drivers.

The setting up of open API platforms like Aadhaar, UPI, Bharat Bill Payments, GSTN, etc. have given a much required boost to the data-dependent lending space.

### Shift in Consumer Demands:

Young generation prefer mobile and online channel of transactions. So an interactive user interface, ease of use, and automated services appeal the most to the young consumers, thereby providing opportunities for new-age lenders.

### Innovative Operating Models:

Digital lending in India has been maturing over the years by developing innovative models like Point-of-sale financing, invoice discounting exchanges, buy-now pay-later, etc.

### Impediments

Supreme court's Aadhar verdict leading to the absence of Mandatory Aadhar Linkage will give rise to inefficient and costly onboarding process, thereby hampering customer experience

The recent suspension of eKYC-based eMandate will create hurdles as the digital lenders can no longer follow automated loan collection model.



February 2020

**DICGC raises insurance cover for depositors from ₹1 lakh to ₹5 lakh:**

The Deposit Insurance and Credit Guarantee Corporation (DICGC), a wholly owned subsidiary of the Reserve Bank of India, has raised the limit of insurance cover for depositors in insured banks from ₹1 lakh to ₹5 lakh per depositor with effect from 4th February. According to Moody's Investors Service, the five-fold increase in deposit insurance to ₹5 lakh per deposit holder is credit positive for banks, as it will help raise depositor confidence and support bank funding.

**Cooperative banks to come under RBI watch:**

The Union Cabinet approved an amendment to the Banking Regulation Act to bring multi-state cooperative banks under the watch of the Central Bank and prevent a repeat of Punjab and Maharashtra Cooperative Bank-like crisis. There are 1,540 cooperative banks with a depositor base of 8.60 crore having total savings of about ₹5 lakh crore. The proposed law seeks to enforce banking regulation guidelines of the RBI in cooperative banks, while administrative issues will still be guided by Registrar of Cooperatives.

**One-time restructuring scheme for MSME loans extended to Dec 31st:**

The Reserve Bank of India has decided to extend the benefit of one-time restructuring, without an asset classification downgrade, to the standard accounts of GST-registered Micro, Small and Medium Enterprises (MSMEs) that were in default as on 1st January. The restructuring under the scheme has to be implemented latest by 31st December, the RBI said in its statement on developmental and regulatory policies.

**Foreign borrowings of Indian firms down 45% to \$2 billion:**

Foreign borrowings of Indian companies fell over 45 percent to \$2.09 billion in December 2019, as compared to the year-ago period, according to the RBI data. Indian companies had raised \$3.81 billion in December 2018, which included \$37 million through issuance of masala bonds. Of the total money borrowed by domestic companies during December 2019, \$1.2 billion was

through the automatic route of External Commercial Borrowing (ECB) and \$840 million via approval route of ECB.

**Banks to get 5-year CRR relief for retail loans:**

The RBI said banks would not be required to maintain the Cash Reserve Ratio (CRR) for five years on their deposits for an amount equivalent to loans given to the MSME, Housing and Vehicles sectors between January 31 and July 31. Banks currently maintain 4 per cent on their deposits as CRR. In the monetary policy, however, the RBI said it would allow relaxations on this for loans given to the three productive sectors as they could have "multiplier effects to support growth impulses". Therefore, banks were told that they could carve out an amount equivalent to what they lent to these three sectors in the six months from their total deposit base, and go for five years without maintaining the CRR on that amount.

**India's savings rate plunges to 15 year low:**

India's slowing economy took a toll on much needed savings too, with the savings rate touching a 15-year low, and household savings also falling. This has weakened India's macro-economic position, which is already hobbled by low investment and rising external borrowing to fund capital needs. Household savings also declined as consumers spent more in purchasing durables and travelling. Indian households contribute to about 60 per cent of the country's savings. But India remains favourable compared to emerging market peers such as Brazil.

**RBI notifies banks to link Medium Enterprise loans to external benchmark:**

The Reserve Bank of India has notified banks to link all new Medium Enterprise loans to the external benchmark. "With a view to further strengthening monetary policy transmission, it has now been decided that all new floating rate loans to the Medium Enterprises extended by banks from April 01, 2020, shall be linked to the external benchmarks as indicated in the aforesaid circular," RBI said.





March 2020

**Bank credit growth dips to 8.5% in Jan:**

RBI data Bank credit growth declined to 8.5 per cent in January from 13.5 per cent in the year-ago period led by a sharp slowdown in loans to the services sector, according to RBI data. Growth in advances to the services sector decelerated to 8.9 per cent from 23.9 per cent in January 2019. Bank loan growth to Non-Banking Financial Companies (NBFCs) slowed to 32.2 per cent in the reporting month from a growth of 48.3 per cent a year-ago. During the month, personal loans segment grew by 16.9 per cent. Within personal loans, credit to housing segment grew by 17.5 per cent from 18.4 per cent, while education loan showed a negative growth of 3.1 per cent as against a negative growth of 2.3 per cent in January 2019, RBI data showed. Advances growth to agriculture and allied activities contracted to 6.5 per cent from 7.6 per cent rise last year. Credit growth to industry decelerated to 2.5 per cent from 5.2 per cent.

**Manufacturing activity eases marginally in Feb:**

PMI The country's manufacturing sector activity eased in February from a near eight-year high in the previous month and business sentiment took a hit amid impact of coronavirus outbreak on exports and supply chains, a monthly survey said. At 54.5 in February, the headline seasonally adjusted IHS Markit India Manufacturing Purchasing Managers' Index (PMI) held close to January's near eight-year high of 55.3, signaling improvement in operating conditions across the sector. This is the 31st consecutive month that the manufacturing PMI has remained above the 50-point mark. "Factories in India continued to benefit from strong order flows in February, from both the domestic and international markets.

**Services PMI at 7 year high:**

The services sector continued to ring in the good times in February as an uptick in exports and rising new orders resulted in growth touching a seven-year high, according to a monthly survey. The widely tracked Nikkei India Services Purchasing Managers Index (PMI) stood at 57.5 in February, up from 55.5 in January. In PMI parlance, the 50-mark threshold separates expansion from contraction. Services growth has continued to strengthen since November when it came out of a two-

month spell of contraction. This has been in line with manufacturing activity, which mirrored a steep upward move of the growth curve in January when the PMI reached 55.3, the highest in nearly eight years.

**UPI doubles credit card and MF payments limits to ₹2 Lakh:**

The National Payment Corporation of India (NPCI) which manages Unified Payments Interface (UPI) has doubled the per capita transaction limit to ₹2 lakh in specific cases like payments for credit cards, loans, insurance and Mutual Fund investments. In a circular to partner banks dated March 3, the umbrella payment body announced the changes effective from April 1. The move is expected to further increase the usage of UPI among consumers who make such large payments.

**India's forex reserves jump to lifetime high of USD 481.54 billion:**

The country's foreign exchange reserves swelled by USD 5.42 billion to a lifetime high of USD 481.54 billion in the week to February 14, on the back of rise in foreign currency assets, according to the latest data from the RBI. In the previous week, the foreign exchange reserves had increased by USD 29 million to USD 476.12 billion. Foreign currency assets, a major component of the overall reserves, rose by USD 4.36 billion to USD 445.82 billion in the reporting week.

**SEBI allows non-bank custodians to manage gold, related instruments:**

Market regulator SEBI has revised Mutual Fund regulations to permit non-bank Sebi-registered custodians to manage gold or gold-related instruments. Currently, only the banks that are registered as custodians with Securities and Exchange Board of India (Sebi) are permitted to manage gold Exchange-Traded Funds (ETFs) and other gold-related products. Sebi said revising the mutual fund norms. After the revision of norms, non-banking custodians as well as banking custodians can manage gold ETFs and other gold-related products. For this, the regulator has amended Securities and Exchange Board of India (Mutual Funds) Regulations, 1996.

# Canara Bank

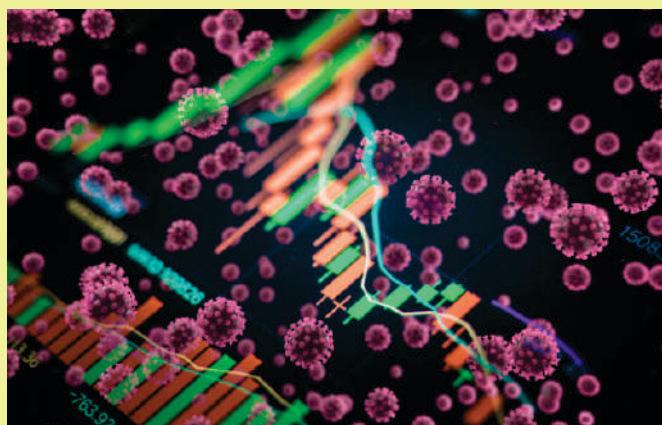
## – Syndicate Bank Merger



**Prema S**  
SWO  
Turbhe, Navi Mumbai

First, let's extend a warm welcome to our colleagues from Syndicate Bank. The foundation for a successful and stronger organization begins here. After the merger, the bank's DNA may undergo a slight change, but our Vision remains intact.

*'To emerge as a Preferred Bank by pursuing global benchmarks in profitability, operational efficiency, asset quality, risk management and expanding the global reach'.*



Coming together is an important element in any merger exercise. It is not just people coming together but it's mind, heart and soul. It is about one organization sharing a common purpose. We need to get this right. If the 'Faithful and Friendly' joins hands with 'Together We Can', we can make it happen. Together!

### THE MERGER RATIONALE

The merger is part of the Government of India initiative to merge 10 Public Sector Banks into 4 banks. The main rationale is that the merged banks will result in few big banks that will make them globally competitive. As per the contours laid down in the M&A exercise, Canara Bank has been designated as the Anchor Bank in the amalgamation process. It will be a matter of pride to see our bank, post-merger, attaining the global competitive edge in line with our vision and be part of the top organizations of the world.

### THE COMPETITIVE EDGE

The bank, post-merger, will be bigger in size, one that will significantly expand our footprint, network and geographic reach further. Our customer base will increase and it means there are more opportunities to sell and cross-sell and grow our business. The merger will, surely, result in greater synergy and enhance our local competitive edge.

### Can we attain the global competitive edge?

To attain global competitiveness, an organization needs to be multi-dimensional, multi-cultural and multi-geographical. It needs to be financially strong and have a



wide global network, professional work ethics and culture, global market expertise, global products, strong brand and state-of-the-art technologies.

### Will it be easy?

To be honest, it will be an uphill task as there are many global MNC players already deeply entrenched in the world markets. But that does not mean we shouldn't try. We have our Indian citizens working all over the globe and we can certainly leverage our brand and human capital to pursue our common dreams and goals. In the end, if the merger does help us attain the global competitive edge, it would be a job well done and truly welcome.



## MANAGING CHANGE

With the amalgamation, we become even bigger. At the same time, as we are operating in a new digital world where things are dynamic and the pace of change fast & furious, we need to be a fit and nimble enough organization that can respond to change very quickly.

While our management bandwidth and focus will be squarely on the more important merger aspects, we should not let the attention be taken away from other priorities. Anything and everything that touches our customer's lives should be kept unhindered and



seamless. We should not let the merger consolidation disrupt customer service at any cost. If customer service gets defocused, we might end up losing clients to competition. It is important that customers are made aware of the merger process. They should continue to get the same experience that they used to get prior to the merger, or perhaps even better.

Technology, especially the Core Banking System, is the backbone of any organization. We need to get the system integration done in a flawless manner. We should make use of this opportunity to expand our digital reach with better digital products and services.

The current economic slowdown may appear to be a boon in disguise as far as the merger is concerned. Less economic activity gives us that breathing space to put in place the merger elements and making it work. Once the economy rebounds, we will be well positioned to take

advantage of the growth opportunities and, overall, contribute to become a \$ 5 trillion economy.

In any merger exercise, cost imperatives are one of the key drivers and cost reduction an expected outcome. We need to be aware and accept that the merger might result in rationalization of branches, process consolidation, roles and functions getting merged, shared resources and common technology platforms. There could be disruptions in the initial stages, but it will get settled eventually with prompt redressal and passage of time. Patience is what is required.

Information dissemination is of utmost importance. Let it keep flowing with a two-way communication, from top to bottom and from bottom to top. Training and preparing the staff for the merger challenges is critical. A roadmap with milestones, taskforce and target timelines needs to be put in place and we must strictly adhere to the requirements.

Learning from others - we should learn from our banker friends, SBI and its Associates and Bank of Baroda-Vijaya-Dena Bank who had embarked on the merger exercise some time ago - How are their mergers working at the ground level? How are they providing seamless service to clients? What were the challenges faced and how did they overcome those challenges? What was the key learning? etc.

## SYNCHRONIZING SYNCANARA

Finally, merger is not just about integrating two banks into one. It must result in a much better organization than what it was before the merger. For that to happen, we need a mindset and cultural shift, with full functional autonomy, professional management at all levels, prudent banking, customer first orientation, responsible finance and high corporate governance standards. The merger, in the end, ought to create value for all stakeholders.

It is extremely important for us to successfully synchronize SynCanara. This is our defining moment. Let's join hands today, to create history and a bright future for ourselves.

*Together We Can!*



# MERGERS & AMALGAMATION

- CHALLENGES IN BANKING INDUSTRY



**Shankar S. Rao**  
Senior Manager  
Vigilance Section HO

Amalgamation - a key word ringing in every Bankers ears these days has a far reaching impact on our psyches. Globally Banking industry has weathered impact of inclement conditions owing to various factors like industry scenario, climatic condition and so on. Interestingly, Banking Industry is one common industry which is impacted when any sector is affected.

If Auto Industry or Manufacturing Industry fails Banks are affected. If drought sets in, Banks are impacted. In effect, bank is with every affected sector. Banks have



sailed through all these rough weather & adverse situation by employing its resources to best of their prudence and demand of the market. Yet, things have not always been rosy in the Industry. Often Banks have collapsed due to blunders in decision-making or unforeseen setbacks.

From Barings Bank in 1995 to recent Punjab & Maharashtra Co-operative Bank incident, industry is often pushed to the wall and to the brink. Again, banks are forced to weather such challenges and rise like a Phoenix bird to keep itself steady and contribute to keep the economy stable and healthy.

Banks being backbone of any country's economy, it is imperative to employ professional approach in managing its funds. They are the driving force of country's economy through Banking Industry. Banks

being the custodians of public money, responsibility is multifaceted & manifold.

Under the present circumstances, banks not only need to compete in domestic market, but also have to flourish in global competitive world. At the same time, they have to meet the demands of needy sector too. Playing every role like a typical Indian mother.

Banking sector has evolved into different stages and phases since independence. Initially catering to elite class to needy sector to mass Banking. In the process,



stability has been the key and remained pivotal. Now, with globalisation, Banks are facing challenges from foreign entities which are much larger. When economies of scales also play a significant role to compete and sustain, Mergers and Amalgamation is the key.

Holistically all banks, particularly Nationalised Banks, have commonality in their vision and approach. Focus is on sustained and robust growth of domestic economy and remain competitive internationally. Though domestic market has been niche areas of functioning for Banks, there is every possibility that foreign Banks steal our business. Similarly, a smaller Bank cannot have its say in international scenario. Many of our Banks may be largest in domestic market. But, Internationally, SBI has moved to top 100 post merger with its associates into



its folds. Effectively, the 6th largest economy do not have its global presence in Banking Industry. Interestingly, top 4 Banks in the World are from China. State Bank of India's total asset size is just about 13.36% of the World's largest Bank

### **Industrial & Commercial Bank of China. Is this scenario not enough to ring alarm bells? Where do we stand?**

Rapid growth is one of the solutions to counter this kind of a situation. But how do we do that? One Bank has to eat into other Bank's pie. This only drives us into unhealthy and unethical competition. This may benefit the ultimate customer, but, certainly will affect Banks' bottom-line heavily. This leaves us with one of the healthiest and easiest way to remain competitive – Merger & Amalgamation.

From an insider's viewpoint, Merger & Amalgamation do look scary. We have to deal with various aspects like functional areas, competition, customer's acceptance, cultural mismatch etc. Yet, as true professionals, we need to focus on the ultimate goal of competing and sustaining in global environment.

With recent amalgamation of banks, every Bank will have a new identity & suddenly every Banker will be part of much larger Bank. This is not only a challenge in terms of management, but also a challenge to sustain larger market share & fewer but stronger competitors.



Being a pioneer of innovation in Banking Industry, Canara Bank is rightfully given the role of Anchor Bank. Incidentally, our Bank has the advantage of playing Anchor role to another Bank which has similar

background, similar history, similar culture and similar origin. More than half the job is already done!!!

Now Canara Bank has become a strong Bank with more than ₹15.00 Lakh Crore business, 10,000+ Branches, close to 93,000 strong work force and of course tricky tag of 4th largest Bank of the country.

### **Why tricky?**

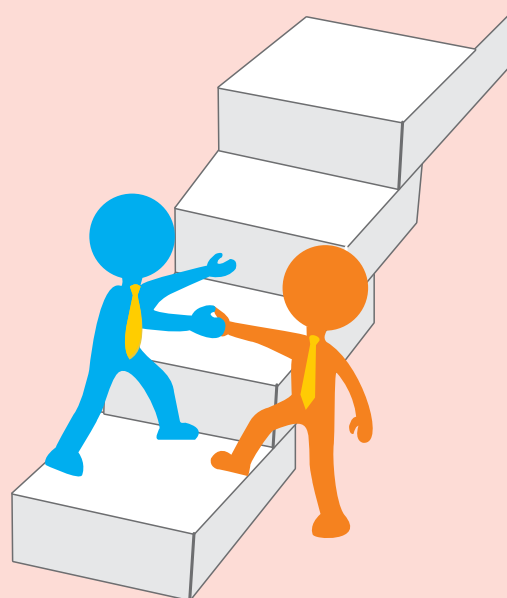
It is because we have the challenge of competing with three other larger Banks to reach numero uno position and there are few more closely following behind who should not push us behind.

### **What role do we have to outsmart other competitors?**

Like any other unforeseen situations, every person will be apprehensive about the future. More so when a workforce of 50,000+ is joined by another 40,000 who have functioned in a different environment. Is this a challenge? This is, actually, an opportunity for us to show our hospitality, our acceptance, our quality & our professionalism.

It is an opportunity for us to recall our legacy, relive our culture - as we have done in the past when we had acquired numerous smaller Banks -but in a much larger degree to match the need of the hour.

The more open minded & professional we are faster we integrate and sooner will be a united force to reckon with.



## अशांत समय के लिए नेतृत्व पर समय -परीक्षणित पाठ



**वैजनाथ सजन खैरे**

वरिष्ठ प्रबंधक,  
संकाय सदस्य, क्षे.क.प्र.म. रायपुर

ये वास्तव में एक असाधारण समय है। किसने कुछ महीने पहले यह कल्पना कि होती कि दुनिया के बड़े हिस्से में यात्रा प्रतिबंध गंभीर होंगे, सभाएँ रद्द हो जाएँगी, पूरे शहर और क्षेत्र लॉकडाउन में होंगे और वैश्विक आपूर्ति श्रृंखलाओं पर काफी असर पड़ेगा। चीन और पश्चिम के शहर भूतों के शहरों की तरह हो गये हैं। एक वायरस जो कि लगभग 125 नैनोमीटर आकार का है, आधुनिक मानव जाति को अपने घुटनों पर ले आया है।

उद्देश्य और प्रतिक्रिया की गति शहर, देश और संस्थान द्वारा भिन्न भिन्न है। वुहान में स्थानीय अधिकारियों की शुरुआती प्रतिक्रिया इस मुद्दे को दबाने के लिए थी, लेकिन एक बार इस प्रकोप के पैमाने को समझने के बाद, चीन ने दिशा और गति के साथ काम किया। दक्षिण कोरिया, जिसने प्रकोप में चीन का अनुसरण किया, उसने भी प्रकोप को इसी तरह का जवाब दिया। दोनों देशों ने व्यापक तापमान सेंसर, पोर्टेबल कैट स्कैन और विकेंद्रीकृत स्वाब परीक्षणों का उपयोग करते हुए मल्टी-



स्टेज स्क्रीनिंग की स्थापना की। बीमार के रूप में पहचाने जाने वाले मरीजों को तुरंत आइसोलेशन बेड में इलाज किया गया। इटली अभिभूत प्रतीत होता है और अमेरिका के पास अभी भी उचित रूप से स्क्रीन करने के लिए पर्याप्त विकेंद्रीकृत परीक्षण किट नहीं हैं। भारत ने कुछ फैसले लगातार और जल्दी लिए हैं, जैसे की वीजा प्रतिबंध, जनता निषेधाज्ञा (Janta Curfew) आदि। सार्वजनिक क्षेत्र के बैंक भी सरकारी जनादेश के साथ समवर्ती और लगातार कदम ले रहे हैं।

सार्वजनिक क्षेत्र के बैंकों का सम्मेलन इसी बदलते समय में एक और सकारात्मक बदलाव है। भारतीय स्टेट बैंक और बैंक ऑफ बड़ौदा के

सम्मेलन कार्य की सफलता के बाद, वित्त मंत्रालय ने कुछ और सार्वजनिक बैंकों को सम्मेलित करने का सकारात्मक निर्णय लिया है। सिंडिकेट बैंक का केनरा बैंक में सम्मेलन उसी प्रक्रिया का एक भाग है। केनरा बैंक इस साल सम्मेलन की वजह से कुछ समय के लिये अशांत समय के दौर से गुजर सकता है।

अशांत समय से सबक क्या है? ऐसा क्यों है कि कुछ निर्णायकता इस अवसर पर उठते हैं और अन्य लड़खड़ा जाते हैं? कोरोना वायरस प्रकोप के आधार पर यहां लोकतांत्रिक व साम्यवादी समाजों के इतिहास से कुछ सबक हैं, जिन पर हमें चिंतन, अभ्यास और उनका कार्यान्वयन करना चाहिए।

वास्तविकता का सामना करें: जब समय कठिन हो जाता है, तो पहली बात यह है कि स्थिति कितनी कठिन है, इसका मानसिक चित्र बनाना है। वास्तविकता को समझने और आकलन करने के लिए आप सभी डेटा, विज्ञान और व्यक्तिपरक इनपुट का उपयोग कर सकते हैं। जबकि इनपुट विशेषज्ञों से आ सकते हैं और नेता को अंतिम मूल्यांकन करना चाहिए।

कोरोना वायरस प्रकोप के दौरान, सिंगापुर के शांत और स्तर-आधारित मूल्यांकन ने उस देश को प्रकोप के प्रभाव को काबू में लाने में मदद की। हमारी वर्तमान सम्मेलन प्रक्रिया में यदि हम संतुलित और शांत मन से स्थिति को संभाल सकते हैं तो निश्चित रूप से यह आने वाले दिनों में हमें बेहतर परिणाम देगा।

विनम्रता के साथ जल्दी कार्रवाई करें: एक बार आकलन हो जाने के बाद, प्रारंभिक कार्रवाई, उस कार्रवाई के कुछ या सभी तत्वों को बदल कर विनम्रता के साथ करना, एक महान नेता की पहचान है। विनम्रता और त्वरित कार्रवाई करना सम्मेलन प्रक्रिया के लिए भी अच्छा है। यह लोगों के बीच विश्वास का माहौल निर्मित करेगा और आपसी सहयोग में मदद करेगा।

संवाद: अनिश्चितता चिंता पैदा करती है। अनिश्चित परिस्थितियों में, नेताओं के पास आमतौर पर कर्मचारियों की तुलना में अधिक जानकारी और संसाधन होते हैं। यह एक नेता का काम है कि वह संवाद करे और अपनी क्षमता के अनुसार इन आशंकाओं को दूर करने के लिए कुछ और



संवाद करे। खराब और गलत संवाद बुरी तरह से काम करता है।

वर्तमान समामेलन में नेताओं को यह समझना होगा संगठन के अंतर्गत कौन से मूल्य हैं, उन्हें छोटी- छोटी घटनाओं का जश्न मनाकर कर्मचारियों को प्रेरित और उत्साहित करना होगा और कहानी कहने के माध्यम से कर्मचारियों से संवाद करना होगा।



नेतृत्व नेटवर्क का उपयोग करें: संस्था के आकार के आधार पर, एक लीडर को नेतृत्व के स्तर की पूरी शक्ति का उपयोग करना चाहिए, जो संगठन की अगुवाई में दूसरों को प्रेरित और मदद करता है।

चीन में, शहर के सभी संगठनात्मक स्तर के, जिसमें बिल्डिंग सोसायटी भी शामिल हैं, उनको प्रकोप के दौरान विकेंद्रीकृत वायरस स्क्रीनिंग के लिए सेवा में लाया गया है। भारत भी इसी दिशा में काम कर रहा है।

अगर हम अपनी शाखा, एटीएम और डिजिटल नेटवर्क की ताकत का सही इस्तेमाल कर सकें और मौजूदा समामेलन में उनका तालमेल बिठा सकें तो हमारा ब्रांड "केनरा बैंक" बैंकिंग बिरादरी में निर्विवाद नेता बन सकता है।

मूल्यों पर ध्यान दें : आपातकाल से जल्द बाहर निकलना अनिवार्य है वही प्रलोभन यह है की वह किसी भी तरीके से संभव हो। एक नेता अल्पकालिक चुनौतियों को पार करने के सर्वोत्तम तरीके के रूप में संगठन के स्थायी मूल्यों को पुष्ट करता है। इसमें स्वैच्छिक सहयोग की आवश्यकता है, और इसके लिए बहुत अधिक पारदर्शिता और संवाद की आवश्यकता है।

हमें अपने बैंकों के मूल्य और नैतिकता पर ध्यान देना होगा। हमें इस बदलते बैंकिंग परिदृश्य में अपनी संगठनात्मक संस्कृति का पालन करना

चाहिए। 114 वर्षों तक हमने एक मार्ग का अनुसरण किया है और भविष्य में भी हम उसी का अनुसरण करेंगे और हमें विश्वास है कि हम सभी इस समामेलन की प्रक्रिया को सफल बनाएंगे।

बाहर की ओर देखें: कठिन समय के दौरान प्राकृतिक वृत्ति अंदर की ओर जाने की होती है। बाहर की ओर देखना बेहतर इनपुट को आकर्षित करता है और समझदार निर्णय लेने में सक्षम बनाता है। चीन ने प्रकोप के हफ्तों के भीतर अंतरराष्ट्रीय चिकित्सा पत्रिकाओं में वायरस के जीनोम अनुक्रम को प्रकाशित किया। इटली अपने प्रकोप को रोकने के लिए विश्व स्वास्थ्य संगठन और चीन से मदद मांग रहा है।

हमें भारतीय स्टेट बैंक के सफल समामेलन से सीख लेनी चाहिए और उसी से युक्तियां लेकर उनका कार्यान्वयन करना चाहिए।

भविष्य में विश्वास रखो: जबकि प्राथमिक उद्देश्य तूफान को गुजरने देना है, वही एक अप्रत्याशित झटका सामान्य से अधिक सबक पैदा करता है। यह भविष्य के लिए विचारों और नये रास्तों का उत्पादन भी कर सकता है।

हमें लोगों के साथ व्यवहार करते हुए विश्वास के साथ काम करना चाहिए और आत्मविश्वास का प्रदर्शन करना चाहिए। हमें इस उम्मीद से भरा होना चाहिए कि वर्तमान समामेलन प्रक्रिया नए "केनरा बैंक" के सभी हितधारकों के लिए सर्वोत्तम परिणाम लाएगी।

यह वैश्विक महामारी अभी भी हम पर है, और नेतृत्व के अवसर और कुछ सबक अभी भी आगे हो सकते हैं। अशांत समय से सबक अवशोषित करके मानव जाति प्रगति करती है। एक सूक्ष्म वायरस भी हमें बहुत कुछ सिखा सकता है।

हर चीज में अशांति के इस मौजूदा दौर से ऐसे संगठन जो अपने ऑपरेटिंग वातावरण में बदलती परिस्थितियों के लिए जल्दी से अनुकूल बनाने में सक्षम हैं, उन्हें एक प्रतिस्पर्धात्मक लाभ है। अगर हम इन से कुछ सीखकर अपने बैंक में होने वाले बदलते परिवेश में इसको उपयोग में ला पाए तो यह हमारे लिये बहुत बड़ी उपलब्धि होगी।

I find hope in the darkest of the days and focus in the brightest. I do not judge the Universe.

- Dalai lama

मैं दिनों के सबसे अंधेरे समय में भी उम्मीद करता हूँ और सबसे उज्ज्वल पर ध्यान केंद्रित करता हूँ। मैं ब्रम्हांड का मूल्यांकन नहीं करता।







**Avantika Rai**

D/o - Vijay Kumar, Officer  
CO, Mumbai



**Ridit Maheshwari**

S/o Meghna Maheshwari, Officer CO, Mumbai



Canarite  
*Ravi Prakash Meena*  
RSTC, Gurugram  
*With*  
*Rekha*

To flash your marriage portrait under this column, please send the details referring to Memo No. 84/2014 dated 13.10.2014

To Flash your kids' photographs under this column, please send the details referring to Memo No. 58/2013 dated 29.06.2013



## TOP TEN WAYS TO BE A GREAT LEADER - HANS FINZEL

₹350/-

JAICO BOOKS

Dr. Hans Finzel a successful author, speaker and trusted authority in the field of leadership has trained leaders on five continents. Hans Finzel speaks from a huge reservoir of real life leadership experience when he maps out the ten essential skills that every effective leader must master. It is based on Hans's many years of leadership experience. He outlines the positive traits and skills every new leader should master. He also shows two most important words in leader's vocabulary, the skills a leader needs to communicate effectively, contrast between servant leadership and slave leadership.

The author says a good leader will always let people sense they have been heard, even if their advice is not followed. A good leader takes a lot more time than a dictator does, but the results will be better.

Many people in the organisation are efficient and competent in the work. But they lack emotional intelligence. The author gives two examples wherein one of the leaders explodes at times and people felt very uncomfortable to work with him. The second case was about a person very competent in his job but he belittled others and made harsh offhand comments to them, which was hurting the organisation. The author advises to seek validation from peers, friends and family members to overcome this situation.

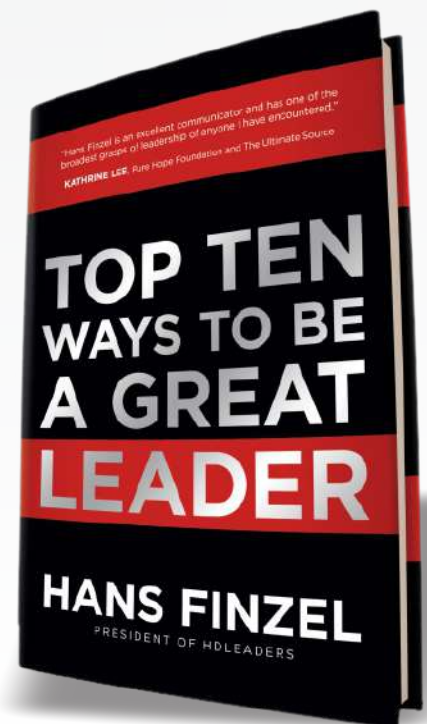
The concept of accessibility to the leader varies from culture to culture. Today's young generation wants their leader to be freely accessible rather than a leader sitting in isolation. More over people do not like to work with people who pretend to be perfect.

There can be internal resistance towards fulfilment of our tasks. Finzel suggests overcoming these resistances by determination and courage. He gives a myriad of interesting examples to highlight his viewpoint. The unseen forces of resistance try to keep us from gaining the momentum. The best way to fight resistance is action- massive action.

The author takes us for a journey through the chapter effective communication in a unique outlook. Finzel obstinately advises to stop being inflexible and advocates servant attitude in leadership. When the leader cares more about good of the team than his or her own enrichment it leads to servant leadership. Since there are more bad leaders than good leaders the author dreams for more great leaders. Delegation, Integrity and power of humility are the other traits of a great leader.

Action steps and discussion questions given at the end of each chapter is noteworthy for the improvement of leadership qualities. The author has taken pain to give valuable tips in a very authentic clear and practical way. The writing style is lovely and reader friendly. The book not only makes the reading interesting but also serves to fuel your journey for the growth of an effective leadership style.

- S Devanarayanan



## Homage

Name	Designation	Branch	Expired On
T R Praveen Kumar	HKP	Mahabubnagar	1-Nov-19
Baldev Kaur	HKP	Phoos Mandi	6-Nov-19
Govindaiah	HKP	Tavarekere @bengaluru Dist	17-Nov-19
T Shanthi	Peon	Velleri	19-Nov-19
Manoj Kumar	SWO A	Delhi Rana Pratap Bagh	15-Dec-19
B S Sateesha	Daftary	Balehonnur	17-Dec-19
Ramesh Chand Meena	HKP	Delhi Vasunndhara Enclave	22-Dec-19
Kamlesh Kumar Gupta	Peon	Jandah	25-Dec-19
Murali Mahto	HKP	Ghatshila	28-Dec-19
Anurag Shukla	PROB SWO A	Chaoli	2-Jan-20
Bayatigeri Sreenivasulu	SWO A	Manvi	7-Jan-20
Sanjay Kumar Gawai	Special Assistant	Raipur G E Road	8-Jan-20
Santa Dasgupta	SWO A	Kolkata S Bose Road	8-Jan-20
Renu Verma	Officer	Delhi Wazipur Sme Branch	23-Jan-20
Krishnan Nairi P	Armed Guard	Bengaluru Rajaji Nagar III Block	23-Jan-20
W R R Prasad	Special Assistant	Tirupati Alipiri Bypass Road	24-Jan-20
N Valsalan	SWO A	Puthanathani	26-Jan-20
Sunil Kumar Sharma	Manager	Ghazipur	2-Feb-20
G T Sreesha	Officer	Bengaluru Accounts Section	2-Feb-20
Asok Rajkumar K	SWO A	Alleppy Cur Chest	7-Feb-20
Awadhesh Kumar Dubey	Daftary	Mairwa	7-Feb-20
Barinder Singh	C.M.	Patiala Main	10-Feb-20
R Anandan	Daftary	Vadaku Mangudi	21-Feb-20

*Death, said Milton, is the golden key that opens the palace of eternity.*

**Shreyas**, in homage to Canbank's departed souls, pray that they rest in bliss, in the eternal palace.



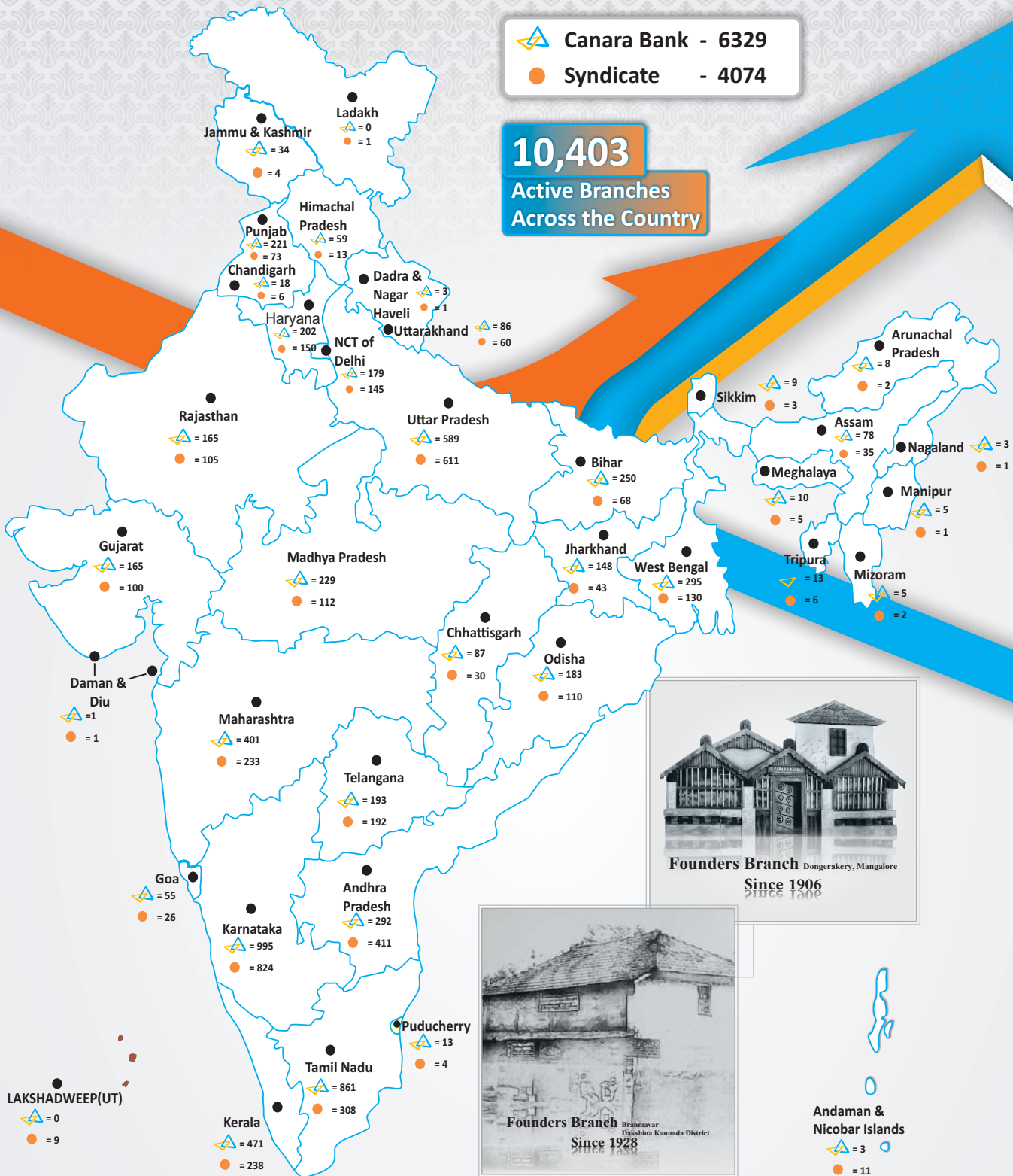


Canara Bank - 6329

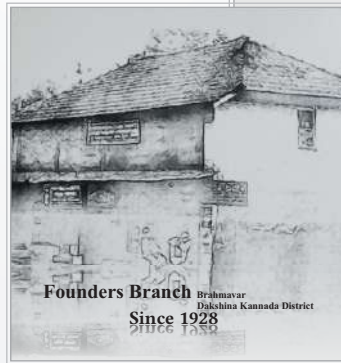
Syndicate - 4074

10,403

Active Branches  
Across the Country



Founders Branch Dongerkery, Mangalore  
Since 1906



Founders Branch Brahmanavar  
Dalmachina Kannada District  
Since 1928

\*Map not to Scale



1906



1910



1966



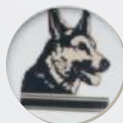
2007



1925



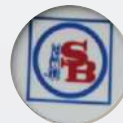
1965



1979



1993



2002



2006



2010



2015



**Mohan G A Kini**  
Senior Manager

Shreyas Contest - 2019  
Color Photography  
**Encouragement Prize**