### LOAN MANAGEMENT OF HIMALAYAN BANK LIMITED AND EVEREST BANK LIMITED

By
Samata Shrestha
Shankar Dev Campus
Campus Roll No.:208/063

T.U. Regd. No.: 7-2-506-08-2003

A Thesis Submitted to:
Office of the Dean
Faculty of Management
Tribhuvan University



In partial fulfillment of the requirement for the degree of Master of Business Studies (MBS)

Kathmandu, Nepal Dec 2012

#### RECOMMENDATION

This is to certify that the thesis

Submitted by:

#### **SAMATA SHRESTHA**

#### **Entitled:**

# LOAN MANAGEMENT OF HIMALAYAN BANK LIMITED AND EVEREST BANK LIMITED

has been prepared as approved by this Department in the prescribed format of the Faculty of Management. This thesis is forwarded for examination.

| Asso. Prof. Ruchila Pandey | Prof. Dr. Kamal Deep Dhakal | Asso. Prof. Prakash Singh Pradhan |
|----------------------------|-----------------------------|-----------------------------------|
| (Thesis Supervisor)        | (Head, Research Department) | (Campus Chief)                    |

#### **VIVA-VOCE SHEET**

We have conducted the viva –voce of the thesis presented

#### by:

#### SAMATA SHRESTHA

Entitled:

# LOAN MANAGEMENT OF HIMALAYAN BANK LIMITED AND EVEREST BANK LIMITED

And found the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirement for the degree of

**Master of Business Studies (MBS)** 

#### **Viva-Voce Committee**

| Head, Research Department  |  |
|----------------------------|--|
| Member (Thesis Supervisor) |  |
| Member (External Expert)   |  |

#### **DECLARATION**

I hereby declare that the work reported in this thesis entitled "Loan Management of Himalayan Bank Limited and Everest Bank Limited" submitted to Office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the degree of Master of Business Studies (MBS) under the supervision of Asso. Prof. Ruchila Pandey of Shankar Dev Campus, T.U.

.....

Samata Shrestha

**Shankar Dev Campus** 

Campus Roll No.: 208/063

T.U. Regd. No.: 7-2-506-08-2003

#### ACKNOWLEDGEMENT

Many people have contributed to this study. First and foremost of all, I would like to express my sincere gratitude to my thesis supervisor Asso. Prof. Ruchila Pandey Shankar Dev Campus, for his valuable suggestions, encouragement and guidance.

I would also like to thank Prof. Dr. Kamal Deep Dhakal, Head of Research Department, for his effort and support. I am grateful to the help and cooperation extended by supportive staffs of different authorities and officials of library during the collection of data. Library of Shankar Dev Campus and Central Library of Tribhuvan University have been great sources of materials for my study. Besides them, I would like to thank the personnel of banks for providing me the necessary data.

Finally I would like to thank my family members and friends for their regular support and continual interest in this study. Last, but not the least, a special note of thanks to those who provided their suggestions directly or indirectly for the completion of this dissertation on time.

#### Samata Shrestha

## TABLE OF CONTENTS

| Recommendation  |       |
|---|-------|
| Viva-Voce Sheet   |       |
| Declaration   |       |
| Acknowledgement   |       |
| Table of Contents   |       |
| List of Tables  |       |
| List of Figures   |       |
| Abbreviations   |       |
| Pag   | ge No |
| CHAPTER – I: INTRODUCTION   |       |
| 1.1 Background of the Study   | 1     |
| 1.1.1 Profile of the Selected Banks                                   | 3     |
| 1.2 Statement of the Problem  | 5     |
| 1.3 Objectives of the Study   | 6     |
| 1.4 Significance of the Study   | 6     |
| 1.5 Limitations of the Study  | 7     |
| 1.6 Organization of the Study   | 7     |
| CHAPTER – II: REVIEW OF LITERATURE                                    |       |
| 2.1 Conceptual Framework  | 9     |
| 2.1.1 Risks Associated with Lending                                   | 10    |
| 2.1.2 Loan Management Objectives                                      | 15    |
| 2.1.2.1 Strategic Planning for the Loan                               | 15    |
| 2.1.3 The Loan Policy   | 16    |
| 2.1.3.1 Loan Policy Topics  | 18    |
| 2.1.4 Loan Approval Process   | 19    |
| 2.1.5 Loan Portfolio Management                                       | 21    |
| 2.1.5.1 Risk Identification   | 21    |
| 2.1.5.2 Exceptions to Policy, Procedures, and Underwriting Guidelines | 22    |
| 2.1.5.3 Aggregate Exception Tracking and Reporting                    | 23    |

| 2.1.5.4 Portfolio Segmentation and Risk Diversification         | 23 |
|---|----|
| 2.1.5.5 Evaluating and Managing Concentrations of Risk          | 23 |
| 2.1.5.6 Stress Testing  | 25 |
| 1.1.1 2.1.6 NRB Directives                                      | 25 |
| 1.1.22.1.6.1 NRB Directives Relating to Loan Classification and |    |
| 1.1.3 Loan Loss Provision                                       | 25 |
| 2.2 Review of Previous Studies                                  | 29 |
| 2.2.1 Review of Journals and Articles                           | 29 |
| 2.2.2 Review of Thesis  | 31 |
| 2.3 Research Gap  | 36 |
| CHAPTER – III: RESEARCH METHODOLOGY                             |    |
| 3.1 Research Design   | 37 |
| 3.2 Population and Sample                                       | 37 |
| 3.3 Nature and Sources of Data                                  | 38 |
| 3.4 Tools Used  | 38 |
| 3.4.1 Financial Tools   | 38 |
| 3.4.2 Statistical Tools   | 40 |
| CHAPTER – IV: DATA PRESENTATION AND ANALYSIS                    |    |
| 4.1 Secondary Data Analysis                                     | 44 |
| 4.1.1 Loan Investment to Loan Outstanding                       | 44 |
| 4.1.2 Loan Recovery to Loan Investment                          | 47 |
| 4.1.3 Growth Analysis   | 48 |
| 4.1.3.1 Loan Investment Growth                                  | 49 |
| 4.1.3.2 Loan Outstanding Growth                                 | 50 |
| 4.1.3.3 Loan Recovery Growth                                    | 52 |
| 4.1.4 Non-Performing Loan Analysis                              | 54 |
| 4.1.4.1 Non-Performing Loan to Total Loan                       | 54 |
| 4.1.4.2 Loan Loss Provision to Total Loan and Advances Ratio    | 56 |

| 4.1.5 Deposit Mobilization on Loan and Advances                   | 58 |
|---|----|
| 4.1.6 Statistical Analysis  | 60 |
| 4.1.6.1 Correlation Analysis                                      | 60 |
| 4.1.6.1.1 Correlation Analysis between Net Profit & Loan          |    |
| and advances  | 61 |
| 4.1.6.1.2 Correlation Analysis between Loan & Advances            |    |
| & Total Deposit   | 61 |
| 4.1.6.1.3 Correlation Analysis between Loan & Advances            |    |
| and Investment  | 62 |
| 4.1.6.1.4 Correlation Analysis between Non Performing Loan        |    |
| and Loan & Advances   | 63 |
| 4.1.6.2 Regression Analysis                                       | 64 |
| 4.1.6.2.1 Regression Analysis of Net Profit on Loan & Advances    | 64 |
| 4.1.6.2.2 Regression Analysis of Loan & Advances on Total Deposit | 65 |
| 4.1.6.2.3 Regression Analysis of Loan & advances on Investment    | 65 |
| 4.1.6.2.4 Regression Analysis of NPL on Loan & Advances           | 66 |
| 4.1.6.3 Trend Analysis  | 66 |
| 4.1.6.3.1 Trend Analysis of Loan and Advances                     | 67 |
| 4.1.6.3.2 Trend Analysis of Total Deposit                         | 68 |
| 4.1.6.3.3 Trend Analysis of Total Investment                      | 69 |
| 4.1.6.3.4 Trend Analysis of Non-Performing Loan                   | 70 |
| 4.1.6.3.5 Trend Analysis of Net Profit after Tax                  | 71 |
| 4.2 Primary Data Analysis   | 72 |
| 4.2.1 Loan Management Efficiency                                  | 73 |
| 4.2.2 Loan Floatation Basis                                       | 74 |
| 4.2.3 Harassment in Paper Document                                | 74 |
| 4.2.4 Satisfaction in Mortgage Value                              | 75 |
| 4.2.5 Involvement in Valuation                                    | 76 |
| 4.2.6 Time to Disburse Loan                                       | 77 |
| 4.2.7 Degree of Effect of NPA on Banking Industry                 | 78 |
| 4.2.8 Best Time to Follow up after Due date                       | 79 |

| 4.2.9 Most Influencing Factor in Loan disbursement | 80    |
|--|-------|
| 4.2.10 Suggestions for Effective Loan Management   | 81    |
| 4.3 Major Findings of the Study                    | 82    |
| CHAPTER – V: SUMMARY, CONCLUSION AND RECOMMENDA    | TIONS |
| 5.1 Summary  | 86    |
| 5.2 Conclusion                                     | 87    |
| 5.3 Recommendations                                | 88    |
|  |       |
| Bibliography                                       |       |
| Appendices   |       |

# LIST OF TABLES

| No.  | Title   | Page No |
|------|---|---------|
| 4.1  | Loan Investment to Loan Outstanding                           | 45      |
| 4.2  | Loan Recovery to Loan Investment                              | 47      |
| 4.3  | Loan Investment Growth  | 49      |
| 4.4  | Loan Outstanding Growth                                       | 51      |
| 4.5  | Loan Recovery Growth  | 52      |
| 4.6  | Non-Performing Loan to Total Loan                             | 55      |
| 4.7  | Loan Loss Provision to Total Loan and Advances Ratio          | 57      |
| 4.8  | Loan and Advances to Total Deposit                            | 59      |
| 4.9  | Correlation Analysis between Net profit & Loan & Adv.         | 61      |
| 4.10 | .10 Correlation Analysis between Loan & Advances and Total De |         |
|      | 62  |         |
| 4.11 | Correlation Analysis between Loan & Advances                  |         |
|      | and Total Investment  | 62      |
| 4.12 | Correlation Analysis between Non Performing Loan              |         |
|      | and Loan & Advances   | 63      |
| 4.13 | Regression Analysis of Net profit on Loan & Advances          | 64      |
| 4.14 | Regression Analysis of Loan & Advances on Total Deposit       | 65      |
| 4.15 | Regression Analysis between Loan & Advances on Investment     | 65      |
| 4.16 | Regression Analysis between Non Performing Loan               |         |
|      | and Loan & Advances   | 66      |
| 4.17 | Trend Analysis of Loan and Advances                           | 67      |
| 4.18 | Trend Analysis of Total Deposit                               | 68      |
| 4.19 | Trend Analysis of Total Investment                            | 69      |
| 4.20 | Trend Analysis of Non Performing Loan                         | 70      |
| 4.21 | Trend Analysis of Net Profit after Tax                        | 73      |
| 4.22 | Efficiency in Loan Management                                 | 76      |
| 4.23 | Loan Floatation Basis   | 74      |
| 4.24 | Harassment in Paper Document                                  | 75      |

| Satisfaction in Mortgage Value               | 76  |
|--|---|
| Involvement in Valuation                     | 77  |
| Time to Disburse Loan                        | 78  |
| Degree of Effect of NPA on Banking Industry  | 79  |
| Best Time to Follow up after Due date        | 80  |
| Most Influencing Factor in Loan disbursement | 81  |
| Suggestions for Effective Loan Management    | 82  |
|  | Involvement in Valuation  Time to Disburse Loan  Degree of Effect of NPA on Banking Industry  Best Time to Follow up after Due date  Most Influencing Factor in Loan disbursement |

## LIST OF FIGURES

| Figure No. Title |  | Page No. |
|------------------|--|----------|
| 4.1              | Loan Investment to Loan Outstanding                  | 46       |
| 4.2              | Loan Recovery to Loan Investment                     | 48       |
| 4.3              | Loan Investment Growth                               | 50       |
| 4.4              | Loan Outstanding Growth                              | 52       |
| 4.5              | Loan Recovery Growth                                 | 54       |
| 4.6              | Non Performing Loan to Total Loan                    | 56       |
| 4.7              | Loan Loss Provision to Total Loan and Advances Ratio | 58       |
| 4.8              | Loan and Advances to Total Deposit                   | 60       |
| 4.9              | Trend Analysis of Loan and Advances                  | 68       |
| 4.10             | Trend Analysis of Total Deposit                      | 69       |
| 4.11             | Trend Analysis of Total Investment                   | 70       |
| 4.12             | Trend Analysis of Non Performing Loan                | 71       |
| 4.13             | Trend Analysis of Net Profit after Tax               | 72       |

#### **ABBREVIATIONS**

C.V. : Coefficient of Variation

**EBL**: Everest Bank Limited

FY: Fiscal Year

HBL: Himalayan Bank Limited

LA: Loan and Advances

LI : Loan Investment

**LLP**: Loan Loss Provision

LO: Loan Outstanding

LR : Loan Recovery

**NPL**: Non Performing Loan

NRB: Nepal Rastra Bank

P.E. : Probable Error

r : Correlation Coefficient

S.D. : Standard Deviation

TD: Total Deposit

TI: Total Investment