

CREDIT RISK MANAGEMEN OF NEPALESE COMMERCIAL BANK

**A Thesis
Submitted
By**

KHIM RAJ B.C

Central Department of Management

Campus Roll No: 058/2017-2019

Registration No: 7-2-84-2012

In Partial Fulfillment of the Requirements of the Degree of

Master of Business Studies (MBS)

In the

Faculty of Management

Tribhuvan University

Kathmandu, Nepal

Dec, 2019

Certificate of Authorship

I certify that the work in the thesis has not previously been submitted for a degree nor has it been submitted as part of requirement for a degree except as fully acknowledge within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information source and literature used are indicated in the reference section of the thesis.

Khim Raj B.C

Date: Dec, 2019

RECOMMENDATION LETTER

It is certified that thesis entitled Credit Risk Management of Nepalese Commercial Banks submitted by Khim Raj B.C is an original piece of research work carried out the candidate under my supervision. Literary presentation is satisfactory and the thesis is in a form suitable for publication. Work evinces the capacity of the candidate for critical examination and independent judgment. Candidate has put in at least 60 days after registration the proposal. The thesis is forwarded for examination.

Prof. Ajaya Prasad Dhakal
Thesis Supervisor
Central Department of Management
Tribhuvan University
Kirtipur, Kathmandu Nepal
Date: Dec, 2019

APPROVAL-SHEET

We, the undersigned, have examined the thesis entitled **Credit Risk Management of Nepalese Commercial Banks** presented by Khim Raj B.C a candidate for the degree of Master of Business Studies (MBS) and conducted the viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

Prfo. Ajaya Prasad Dhakal
Thesis Supervisor

Lecture Shantosh K. Ghimire
Internal

Prof. Dr. Bhoj Raj Aryal
External

Prof. Dr. Sanyay Kumar Shrestha
Chairperson, Research Committee

Prof. Dr. Ramji Gautam
Head, Central Department of Management
Date:

ACKNOWLEDGEMENTS

This study entitled “Credit Risk Management of Nepalese Commercial Bank has been conducted for the partial requirements for the degree of Master of Business studies (MBS) of Tribhuvan University. Every project whether big or all is successful largely due to the effort of a number of wonderful people who have always given their valuable advice or lent a helping hand. I sincerely appreciate the inspiration support and guidance of all those people how have been instructed in making this study a success. My foremost appreciation and thanks go to my honorable supervisor, Prof. Ajaya Prasad Dhakal for his close supervision and professional advice and encouragement during the research work. I am highly indebted and very thankful for his continuous support and constructive suggestions that have enabled this research work to achieve its present form

Special mention goes to Prof. Dr. Sanjaya Kumar Shrestha (Chairperson, research committee) all member of research committee for timely and continuous guidance throughout the study. They not only the reviewed my work but also suggested valuable advice and insights. I would like to express cordial gratitude Prof. Dr. Ramji Gautam (Head of the Department) for his inspiration and support to complete this research work. I also highly appreciate the effort of all teacher and other member of the Central Department of Management.

Finally I am grateful to my parents and family for their full encouragement and support in order to make this study come fruitful. Their continuous motivation towards the path of my academic pursuit, constant financial and moral support has steered me to complete my Master’s Degree.

Khim Raj B.C

Central Department of Management ,TU

TABLE OF CONTENTS

	Page No.
Title page	i
Certificate of Authorship	ii
Recommendation	iii
Approval-sheet	iv
Acknowledgement	v
Table of contents	vi
List of Tables	x
List of Figures	xi
Abbreviations	xii
Abstract	xiv
CHAPTER 1: INTRODUCTION	1-7
1.1. Background of study	1
1.1.1 Banking System in Nepal	2
1.2. Statement of Problem	3
1.3. Purpose of the Study	5
1.4. Significance of the Study	6
1.5. Limitations of the Study	6
1.6. Chapter Plan	7
CHAPTER 2: REVIEW OF LITERATURE	8-23
2.0. Introduction	8
2.1. Conceptual Review	8

2.1.1. Meaning of Risk.	8
2.1.2. Types of Risks Faced by Commercial banks.	8
i. Credit Risk	9
ii. Market Risk.	10
iii. Operational Risk	11
2.1.3 Credit Risk Management	11
2.2. Review of NRB Directives related to Credit Risk.	12
2.2.1. Directive No. 2 – Classification of Loans and Advances and Loan Loss Provision (2018/19)	13
2.2.1.1. Classification of Loans and Advances.	13
2.2.1.2. Loan Loss Provisioning	13
2.2.2. Directive No. 3 – Single Obligor Limit	14
2.2.3. Directive No. 1 – Capital Adequacy Ratio	15
A. Primary Capital	15
B. Supplementary Capital	16
C. Capital Fund	16
2.3. Review of Related Studies	17
2.3.1. Review of Articles and Journals	17
2.3.2. Review of Theses	20
2.4. Research Gap.	23

CHAPTER 3: METHODOLOGY	24-28
3.1. Introduction	24
3.2. Research Design	24
3.3. Population and Samples	24
3.4. Sources of Data and Collection Procedures	25
3.5. Data Processing and Presentation	24
3.6. Data Analysis Tools	25
CHAPTER 4: RESULTS	29-62
4.1. Data presentation and analysis	29
4.2. Comparative Analysis of Credit Risk	29
4.2.1. Ratio Analysis	30
4.2.1.1. Total Loans, Advances & Bills Purchased to Risk Weighted Assets (RWA) Ratio.	30
4.2.1.2. Non-Performing Loan to Total Loans and Advances Ratio	31
4.2.1.3. Loan Loss Provision to Non-Performing Loan Ratio	33
4.2.1.4. Loan Loss Provision to Total Loans and Advances	34
4.2.2. Collateral/Security-wise Lending	36
4.2.2.1. Collateral/Security-wise Lending of KBL	36
4.2.2.2. Collateral/Security-wise Lending of MBL	38
4.2.3. Risk Weighted Lending Analysis	39
4.2.4. Credit Concentration on Single Sector	41
4.2.5. Sector-wise Loan to Core Capital	42

4.2.6. Default Probability	44
4.2.7. Common Sources of Major Credit Problems	45
4.2.7.1. Concentration	45
4.2.7.2. Credit Process Issues	45
4.2.8. Banking Risk and Capital Adequacy Measures	47
4.2.8.1. Core Capital to Total Risk Weighted Assets (RWA)	48
4.2.8.2. Supplementary Capital to Total Risk Weighted Assets.	50
4.2.8.3. Capital Fund to Total Risk Weighted Assets	51
4.2.9. Analysis of Primary Data	52
4.2.9.1. Test of Hypotheses	54
4.3. Major Findings of the Study.	57
4.3.1. The Key Performance Indicators	59
4.3.2. Banking Risk and Capital Adequacy Measures	60
4.3.3 Credit Risk Management Procedure	62
CHAPTER 5: CONCLUSIONS	63-71
5.1. Discussion	63
5.2. Conclusion	66
5.3. Implications	67
References	72-75
Appendices	74-92

LIST OF TABLES

Table 2.1	Primary Capital	15
Table 2.2.	Supplementary Capital	16
Table 4.1.	Loans, Advances and Bills Purchased to Total Risk Weighted Asset Ratio (%)	30
Table 4.2	Non-Performing Loan to Total Loans and Advances Ratio	31
Table 4.3.	Loan Loss provision to Non-performing Loan	34
Table 4.4.	Loan Loss provision to Total Loans and advances	35
Table 4.5.	Ranking of KBL Collateral on the basis of amount of loan extended	37
Table 4.6	Ranking of MBL Collateral on the basis of amount of loan extended	38
Table 4.7	Proportion of different category of risk weighted lending of KBL	39
Table 4.8	Proportion of different category of risk weighted lending of MBL	40
Table 4.9	Credit Concentration on different Sector on fiscal year 2018/19	41
Table 4.10	Sector-wise loan to Core Capital in fiscal year 2018/19	43
Table 4.11	Calculation of Default Probability	44
Table 4.12	Core Capital to Total Risk Weighted Asset	49
Table 4.13	Supplementary Capital to Total Risk Weighted Asset	50
Table 4.14	Capital Fund to Risk Weighted Asset	51
Table 4.15	Ranking of different characteristic while lending	52
Table 4.16	Ranking of Sector for lending	53
Table 4.17	Hypothesis test regarding the ranking of sector of lending	54
Table 4.18	The ranking of various factors to be considered, while lending	56

LIST OF FIGURES

Fig. 2.1	Risk Profile of Banking Business	9
Fig. 4.1.	Trend showing ratio of Non-performing loans to total loans and advances	32-33

LIST OF ABBREVIATIONS

A.D.	=	Anno Domini
ABBS	=	Any Branch Banking Services
ALCO	=	Asset Liabilities Management Committee
AML	=	Anti Money Laundering
ATM	=	Automated Teller Machine
B.S.	=	Bikram Sambat
CAR	=	Capital Adequacy Ratio
CBs	=	Commercial Banks
CEO	=	Chief Executive Officer
CD	=	Credit Deposit
CIC	=	Credit Information Centre
CPG	=	Credit Policies Guidelines
CRR	=	Cash Reserve Ratio
CV	=	Coefficient of Variation
d.f.	=	Degree of Freedom
ECA	=	Export Credit Rating Agencies
e.g.	=	Example
EOD	=	End of Day
e.t.c	=	Etcetera
FDRs	=	Fixed Deposit Receipts
FI	=	Financial Institutions
Fig.	=	Figure
FIRA	=	Fixed Interest Rate Asset
FIRL	=	Fixed Interest Rate Liabilities
FY	=	Fiscal Year
GDP	=	Gross Domestic Product
i.e.	=	That is
IRR	=	Interest Rate Risk
KBL	=	Kumari Bank Limited
KYC	=	Know Your Customer
LBL	=	Lumbini Bank Limited
LLP	=	Loan Loss Provision

Ltd	=	Limited
MBL	=	Machhapuchchhre Bank Limited
NBA	=	Non Banking Asset
NBL	=	Nepal Bank Limited
NGO	=	Non Government Organization
NIM	=	Net Interest Margin
No.	=	Number
NPL	=	Non Performing Loan
NRB	=	Nepal Rastra Bank
p.	=	Page
P.E.	=	Probable Error
Pvt.	=	Private
RBB	=	Rastra Banijya Bank
Rs.	=	Rupees
RWA	=	Risk Weighted Asset
S.E.	=	Standard Error
T.U	=	Tribhuvan University.
T-Bill	=	Treasury Bills
UBAF	=	Union De Banques Arabes Et Francaises

ABSTRACT

This research study was concerned on Credit Risk Management of Nepalese Commercial Banks with reference to two selected banks. It aimed to evaluate the credit risk management strategies of Nepalese Commercial Banks for the period 2014-2019. The research attempted to assess the extent to which the implementation of various credit risk management strategies by the bank has reduced the amount of nonperforming loans.

This study used descriptive research design has been used for the study. Kumari Bank limited and Machhapurchhe Bank Limited was used as a sample. Primary data as well as secondary data from the annual report statements also on questionnaires of the selected banks was used for the research work. The data analysis tools include ratio analysis, trend analysis, nonperforming loan ratios, standard deviation, CAR and risk weighted assets.

The study covered two commercial banks in Nepal over a period of past 5 fiscal years from 2014/15 to 2018/19. Descriptive statistics were used in the analysis and findings suggest that among the selected commercial banks in Nepal. Hence, the result shows that KBL has lower NPL so KBL has efficient credit management. Secondly, MBL has high NPL which decreases the profit high credit risk. Highest CAR of MBL which means MBL leads to less credit exposures. Therefore, the results are valid for banking sector.

Key Words: CRM, NPL and Commercial Bank