LITERATURE REVIEW

Anupam Mitra [2011]

The author made an attempt to give an overview of corp. govn of ucbs in India. It has touched the concept of govn and its importance and tracking of emergence of corp. govn with cases of USA, UK and India. The author has adopted methodology of co op banking it's working principles and data of financial performance of ucbs and NPA as of 2009-10 and observed that serious scams in number of ucbs have brought the high degree of discomfort amongst the stakeholders, stating that as many as 214 ucbs were under liquidation at the end of march 2005 and therefore functioning of ucbs has come up for adverse criticism in recent years due to collapse of few ucbs in different states of country like Maharashtra, Gujarat, Andhra. One of the reasons stated by author is unethical practices adopted by delinquent banks and there for such banks are working under directives of RBI. In view of the above RBI has taken various measures to improve the health of coop banks and prudential banking norms for transparent accounting system. Various factors are responsible for lack of govn in ucbs. The author has listed out finding of policy initiated by RBI in ucbs sector and issues which are to be addressed for implementing govn in the field of ucbs.

In conclusion author has stated that in post liberalization period in competitive banking, co op banks should made free from political interference and adopt good govn to improve the administration to safeguard the interest of depositors and stake holders.

Alessandro and Patriza Tettamonzi [2008]

The author has examined the issue of corp. govn in the Italian system. The author has suggested about the possibility of finding areas for improvement within the company's internal control system. The research is more restricted to the technical aspect of internal control system from the point of view of Internal, external and statutory auditors.

Arvind Gupta [2009]

Author has explained the emergence of governance in the cooperatives, its development and functions and emphasis the strengthen governance by restructuring cooperatives in India like public sector enterprise.
A W Fraooqui [2007]

A study provides an understanding of institutional framework in professionalism of management in coop. Banks of Delhi state. The author has critically examined no. of issues which are detrimental for policy makers, CEO’s supervisory authorities for management of banks.

Asian Development Bank Institute.-Study paper. [2006]

This study aims at evaluating all major aspects of bank governance including financial safeguards and regulation, the role of market disciplines and banks internal govn mechanism. Comparative country studies based on survey of individual banks in selected Asian countries, providing practical lessons for better governance of banks in Asian economies including those whose banking sector is less developed or dominated by state.

Benton E Gup [2007]

The book describes corporate scandals together with the effect of globalization which have led to an increasing interest in corp. govn. issue. It has analyzed the aspect of corp. govn in banking from a global perspective

Basel committee on banking supervision report [2006]

The paper provides guidance on the subject of govn procedure for risk management and disclosure in banks. It underlines the need of strong corp. Govn for effective banking supervision. It suggests the type of practices that could help to overcome governance problems. It identifies critical elements of corp. govn process.

Code of best practices for cooperatives [2005]

The article states about the code of best practices for board of directors, members, internal controller auditors, audit committee and management. Corp. Govn. regulates the relationship between members of cooperatives, BOD, and management The code has been worked out in consultation with many experts related with movement in Mauritius.

D.Subbarao.[2011]

Author being the present Governor of RBI has focused on the topic of corp.govn. of banks in India and its importance for improving banking productivity. Dr.Rao opined that governance
in banks is different from corporate world as, if bank fails the entire financial system and economy faces serious consequences. Author has explained the various action initiated by RBI to improve governance mechanism in Indian banks to pursuit productivity excellence.

Eduardus Tandelilin, Kaaro Putu, Mahadwaratha Supriyathna.[2007]

The author provides a new approach by explaining corp.govn mechanism called triangle gap model consisting of three constructs, corp. Govn risk management and bank performance. The model suggests that implementing good govn occurs when there are inter relationship amongst the three constructs.

E. Gnanasekaran Dr. M A nabalgan. N Abdul Nazar. [2012]

The author has analyzed the overall performance of UCBs in Vellore dist. and concluded that ucbs are on the road of progress and enjoying a predominant position in the banking industry and eighth place in vellore dist.

Geeta Sharma DR. Ganesh Kawadia.

The authors are of opinion that on analyzing the failure of corp.govn and management and conventional framework for management is not comfortable. Good govn. is critical to efficient functioning of our banking entity. The study is towards improving pure technical efficiency of ucbs and based on DEA model.

Hamid Mehran, Alan Morrisn, Joel Shapiro.[2011]

The paper explains the difference between governance of banks and non financial firms and has looked into four areas of governance, executive compensation, board, risk management and market discipline and its solution.

Inessalove and Andrei Rachinsk [2009]

The paper represents evidence on the relationship between ownership, corp. govn and operating performance in banks using sample survey of banks in Ukraine and Russia. It has established relationship between two and observed that in both countries banks are more concentrated ownership and have lower ranking on corp. govn.

Jayanth R Varma.[2002]

The author studied the total failure of corp., govn and accounting scandals and corporate
frauds; falsification of working report by multinational US based company Enron. The author deals with the total failure of governance and supervision and fraud taken place in Enron by violating accounting norms and US prosecution and punishment process after the fraud has been investigated.

Jayanth R Verma [1997].

The author has examined the corp.govn problems of US and UK and the problems in the Indian corporate sector. Author has explained the role of forces regulator and the capital market. The author suggests that Indian capital structure should approach the Anglo American pattern of complete separation of management and ownership. The issue of governance has emerged greater importance in India recently because of financial scams in corporate sector Pvt banking sector, wherein small investor lost heavily in the financial scams. Author has concluded that key to better corp. govn. in India lies in a more efficient and vibrant capital market and regulators can facilitate the process by various measures.

Jonathan R Macey and Maureen O'Hara [2003]

The study argues that commercial banks pose unique corp. govn problems for managers and regulators as well as claimants on the banks cash flow such as investors and depositors. The author supports the general principle that fiduciary should be owed exclusively to shareholders in special case it should include creditors. The author calls on bank directors to take personal liability in case they fail to take solvency risk into account while making decision.

Keru Alexander [2004]

The author has suggested that bank regulation should seek to balance the interest of stakeholders with creditors and other interest in order to achieve the overall objective of financial stability. The structural changes in the financial stability necessitate stronger regulatory framework of financial regulation especially in corp., govn of banks.

Kern Alexander,[2004].

This paper suggests that bank regulation should seek to balance the interest of shareholders with creditors, depositors, and other stakeholders interest in order to achieve overall objective of financial stability. UK financial policy recognizes the importance of the same whereas US banking regulation adopts a more prescriptive approach.
Laixiang sun and Damia Tobin [2008]

This paper focuses on firm specific action that aim to distinguish the firm from it's peers. It reports the disparity in credit rating between Chinese companies listed domestically and those listed on international stock exchanges. It examines the case of Bank of china Hong Kong [BOCHK ] with reference to working of parent company .Bank of china's intervention, Hong Kong laws and HKSE'S regulations and bad governance habits punished by markets.

Mridushu Swarup [2011]

The author broadly explains about the corp. govn.in the Indian banks and the embedded conflicts. It states that issue of governance is complicated due to public ownership and political influence of govt. The author has suggested various best practices for ensuing govn.in banks to the interest of stakeholders.

Mukul G Ashar [2007]

The author finds that if UCBs are to maintain relevant and play a significant development role in India, they will require same quality of govn and regulation as well as professionalism and modernization as the main stream commercial banks. The governance and regulatory structure needs to be brought in conformity with India's current and prospective economic structure and relevant laws modernized. This requires a paradigm shift in the role of UCBs.

Olivier Boned- Study paper [2008]

The rediscovery of a specific form of a corp. Govn by coop banks has occurred in stages. EACB thus reviewed the notion of values [EACB] 2004 and cooperate social responsibility [EACB-2005] in order to produce a on corp. govn. [EACB 2006].The author has concluded with the statement if cooperative principles were simply, clearly reaffirmed, this would enable coop banks to reposition themselves as another breed of European entrepreneurs. Annual reports are best tool for detailing and promoting corp.govn with it's strong specific features. Corp. govn needs to be explained, developed and promoted.

Paolo santella [2001]

The author has analyzed role of the Italian credit union following the recent liberalization of the Italian banking market. BCC are currently pursuing bigger dimensions mainly through mergers and acquisitions. This process is causing modification of their corp. govn towards a
pure not for profit model although the 1993 Italian banking act prevents the existence of such banks.

**Peer view workshop report DFID [2007]**

The report studies and deliberates cooperative of Ghana, Kenya, Nigeria, New zeland, Senegal UK, US, and India. Latin America, Europe and various coop forums representing these countries and overall view that crisis in cooperatives movement by poor governance frame work. The report deals compliance of cooperative principles and values. Cooperative governance code and cooperative model for developing countries.

**Ranjana Kumar [2009]**

Ranjanna Kumar Ex Chairperson, MD [CMD] of Indian bank took the charge when the bank was in doll drum and the survival of the bank was doubted by the captains of the industry. The book describes her success story, her action plan to revamp the bank from zero to top performer. The book underlines the importance of good governance practices in bank and proved that Indian bank has successfully implemented it and became the top performer.

**Shamshad Akhtar [2008]**

The Governor of the State Bank of Pakistan has examined the govn reforms adopted by Pakistani banking sector under the control and supervision of apex bank. It has resulted into providing impetus to economic growth of Pakistan and protected the banking sector in crisis of political instability. This has also been acknowledged by world bank report of 2007 and ranked 19th amongst worldwide.

**Sanjay.Bhayana [2007]**

The author has examined governance practices in India and opined that corp.govn against the backdrop of globalization has become a delicate and onerous take for survival as well as seizing opportunities. Better govn would facilitate easier access to capital from domestic market. Govn is necessity to protect the interest of shareholder's value.

**Sang Woo Nam [2006]**

This paper addresses corp. governance issues with reference to ownership structure, internal governance mechanism, right of shareholders, role and effectiveness of BOD and govn problems of state owned commercial banks.
T.Paranjothi-K.Ravichandran.[2009]

The author deals with various approaches of management i.e. classical, behavioral [neo classical] system approach and professionalism of management. It states that coop structure due to lack of professional approach faces the crisis of identity and struggles a lot for it's survival and growth. India is not an exception. Coop banking sector is not able to cope up with recent banking reforms and there is a need to bring professional approach, training and development. The author makes a point that this approach will certainly bring 'Paradigm Shift' in the functioning of cooperative replacing traditional system of management by modern system of management.

The author has proposed the methodology with reference to objective of study, however paper remains to be unfinished in respect of it's finding and conclusion.

Tarak Shah.[2006]

Author has examined success of one of the leading urban coop bank of Saurashtra region of Gujarat. The bank which has sustained its growth even after effects of episode of Madhavapura Mercantile coop bank in Gujarat state the author found that excellent corp.govn.is one of the four pillars of this bank. Bank has maintained '0' NPA position since 2000, by transparency, trust and service to the society.

Usha Throat [2006]

The author Dy.Governor of RBI has traced the evolution of UCBs their unique structure strengths and weakness and RBI approach to strengthen the coop sector. The author has examined corp. govn. issue in UCBs and discussed the international best practices for credit union, internal, external and individual, governance and role of board of directors and policy initiatives taken by RBI.

V.Mariappan [2009]

The author deals with coop banking structure in India and various committee recommendations of RBI, Govt of India, State Govt.in respect of removal the weakness and wrongs in the sector. The author states that Board of Management [BOM] of cooperative is weak and lack professional approach in their functions, decision. Due to lack of banking knowledge the committees are not following regulatory policies, norms, directives. Poor governance with vested interest proved costly for many coop banks .The role of members,
union, employees is also important to protect the interest of ucb's. However the finding of the author related to the topic and conclusion for road map requires still specific approach.

V.V.Ghanekar [2004]

In the book author has discussed about the progress, shortcomings, new challenges, and ways to meet the challenges of cooperative movement.

Vidya Pitre [2003]

Against the backdrop of a review of performance of UCBs the author discusses the issue raised on account of fallout of the Madhavapura Mercantile coop bank episode in Gujarat. It also discusses the agenda for reforms of the sector from the regulators point of view deciding the future of weak banks entities improving governance and sort out the issues of dual control on the sector.

Victor Smart.[2002]

The paper is based on the survey conducted by E.I.U. to test the attitude of senior executive’s worldwide on corp. govn. The paper deals with statistical information collected from the senior executives on the topic of corp. govn and has come to certain conclusion stating that over 46% agreed that governance is top priority. The analysis of the research work by the author is extremely useful reference to multinational corporate.

Wim fonteyne [2007]

Author explains the continuing success of European coop banks through evolving comparative advantages. Author concludes that some form of independent external oversight of corp. govn. is warranted and that coop need mechanism enabling them to better manage their capital. It also a point out that cooperative is build around an intergenerational endowment without final owners which creates particular governance challenges.

Y.V.Reddy [ 2005]

Author being the Ex Governor of RBI has made general observations on the subject and devoted the rest on RBI initiated and thoughts in regards to govn.in banks. RBI has initiated the issue in Oct.2001 during the mid review of monetary policy. Various groups were appointed and their recommendations were accepted. However in respect of UCBs author opined that due to dual control i.e. by state registrar and RBI. Governance matter becomes
difficult. Depositors interest is not protected as majority stakeholders are borrowers. Author has explained the action initiated by RBI to ensure compliance of with international standard and best practices in banking sector.