# Significance of Basel Approaches in the Management of Operational Risk in the Banking Sector of Pakistan



By:

MUHAMMAD MEMOSH PERVEZ (01-120121-056)

### **Supervisor:**

MISS HINA SAMDANI

A research project submitted in partial fulfillment of the requirement for the degree of MBA

**Department of Management Sciences** 

**Bahria Institute of Management and Computer Sciences** 

**Bahria University Islamabad** 

#### **ACKNOWLEDGMENT**

I am thankful to Allah Almighty who gave me the strength to complete my work. I thank my supervisor Miss Hina Samdani for her support in my entire thesis who had always been available for me to assist. I am also thankful to my parents who always pray for my success and cooperate with me in every need related to my work. Without them, I would not be able to do anything.

#### **ABSTRACT**

Operational risk which was first found affecting the organizations and their operations in 1990s have always created disturbance for them. Therefore, the risk related to the operations must be reduced and for that purpose Basel committee was form and according to Basel II, three approaches have been proposed. Organizations need to manage the operational risk by following the policies and through any of the approaches. There are three approaches which the Basel committee had given, Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach. First two needs the capital amount to be held for the recovery of loss generated through operational risk while in the third technique, organization can create its own empirical model according to the loss. The study is about the impact of these approaches on the operational risk management in the banking industry of Pakistan. For that purpose, a questionnaire was given in 9 different banks to know that whether these approaches are effective in the banks to improve their performance and reduce the losses arising from this kind of risk. Most of the respondents gave positive answers to them and the research also told that most of the banks in the country are using standardized approach which is so far effective for them. Positive regression results with t value greater than 2 were the evident of the significant results. The problem during the research was the employees' insufficient knowledge and it was not convenient to find the persons with some knowhow about the topic and they were hesitant in answering and giving any information as well. It is required by these banks to train their employees. Although top management is involved now in the ORM policies, still there will be more involvement required and management of this risk should be taken more seriously to further reduce the losses.

## **Contents**

ACKNOWLEDGMENT	i
ABSTRACT	. ii
1. INTRODUCTION	. 1
1.1 Scope	. 2
1.2 Objective	. 3
1.3 Problem Statement	. 3
1.4 Research Questions	. 3
1.5 Hypothesis	. 4
1.6 Limitations	. 4
2. LITERATURE REVIEW	.5
2.1 Introduction	. 5
2.2 Background	. 5
2.3 Risk Management	. 6
2.4 Management of Operational Risk	.9
2.5 Basel Committee	15
2.5.1 Basic Indicator Approach	16
2.5.2 Standardized Approach	16
2.5.3 Advanced Measurement Approach	17
2.6 Conclusion	23
3. THEORETICAL FRAMEWORK	24
4. METHODOLOGY	26
4.1 Introduction	26
4.2 Data Source	26
4.3 Sample Size.	26
4.4 Sampling Technique	27
4.5 Data Collection Instrument	27
4.6 Company Profile	28
4.6.1 Habib Bank Limited	28
4.6.2 Bank Alfalah Limited	28
4.6.3 Summit Bank Limited	29

4.6.4 Standard Chartered Bank Limited	29
4.6.5 Faysal Bank Limited	30
4.6.6 Askari Bank Limited	30
4.6.7 Bank Islami Pakistani Limited	31
4.6.8 MCB Bank Limited	31
4.6.9 NIB Bank Limited	31
5. FINDINGS AND RESULTS	33
5.1 Test Results	33
5.2 Questionnaire Analysis	34
6. SUMMARY OF FINDINGS	49
6.1 Introduction	49
6.2 Summary	49
7. CONCLUSION	52
8. RECOMMENDATIONS	53
9. REFLECTIONS	54
BIBLIOGRAPHY	55
APPENDICES	58