

*Comparison b/w Corporate, Consumer and SME's Credit
Policies of UBL and HBL*



Amber Mushtaq (01-122061-004)

Muhammad Umair (01-122061-023)

Muhammad Zahid (01-122061-032)

Supervised by:

Miss. Nadia Javed

**A Project submitted in partial fulfillment of the
requirement of the degree of MBA (Finance)**

**Department of Management Sciences
Bahria Institute of Management and Computer
Sciences, Islamabad**

2008

Abstract

The banking industry of Pakistan turned in an exceptional performance leveraging on a spectacular growth in deposits, aggressive marketing and investments, and increased efficiency. State Bank of Pakistan is now focusing on the banking sector reforms aimed at strengthening supervision capabilities, improving soundness of the banking system and facilitating the enhancement of banking services.

This study focuses on two banks i.e. United Bank Limited (UBL) and Habib Bank Limited (HBL). The area highlighted in this study is how UBL is different from HBL in terms of its Consumer, Corporate and SME's credit processes. The type of study is descriptive in nature.

In order to collect data, both primary and secondary sources were used. Questionnaire method was adopted to collect and analyze data from the respondents. Two different questionnaires were formulated, one for the customers and the other for the bank employees. Sample of 20 respondents was selected for filling the questionnaire of customers and 20 employees filled the other questionnaire.

The main purpose of designing two different questionnaires was to analyze the views of both groups independently. The evaluation of the data was done by the help of graphs and tables.



TABLE OF CONTENTS

CHAPTER 1.....	7
PROBLEM AND ITS BACKGROUND.....	7
1.1 Rational For Project Research.....	7
1.2 Problem Statement	7
1.3 Project Objectives.....	8
1.4 Project Audience.....	9
1.5 Research Design.....	9
1.6 Research Methodology.....	10
1.6.1 Target Industry.....	10
1.6.2 Population/Sample.....	10
1.6.3 Type Of Data.....	11
1.7 Expected Outcomes	12
1.8 Limitations Of The Study.....	12
CHAPTER 2.....	13
LITERATURE REVIEW	13
CHAPTER 3.....	27
INDUSTRY OVERVIEW/ INDUSTRY ANALYSIS	27
CHAPTER 4.....	40
ORGANIZATIONAL OVERVIEW.....	40
4.1 United Bank Limited.....	40
4.1.1 History	40
4.1.2 Vision	43
4.1.3 Credit Rating	44
4.1.4 Products.....	44
4.2 Habib Bank Limited.....	45
4.2.1 History	45
4.2.2 Vision.....	46
4.2.3 Mission	46
4.2.4 Credit Rating	47
4.2.5 Products.....	47
4.3 Business Segmentation Of UBL And HBL.....	47
4.3.1 Corporate Banking & Cash Management Group (CBG).....	48
4.3.2 Commercial Banking/SME (CB).....	48
4.3.3 Consumer Banking Group.....	49
4.3.4 Investment Banking Group (IBG).....	50
4.3.5 Treasury & Capital Markets Group.....	50
4.3.6 International Division.....	51
4.3.7 Islamic Banking Group (IB).....	51
CHAPTER 5.....	52
CREDIT PROCESS OF UBL.....	52
5.1 Corporate And SME's Credit Process	52



5.1.1	<i>Credit Initiation</i>	52
5.1.2	<i>Credit Approval</i>	61
5.1.3	<i>Documentation And Disbursement</i>	64
5.1.4	<i>SME's Credit Approval Hierarchy</i>	69
5.1.5	<i>Corporate Credit Approval Hierarchy</i>	70
5.2	<i>Consumer Credit Process</i>	70
5.2.1	<i>Process</i>	71
5.2.2	<i>Documentations for Consumer Loans</i>	72
5.2.3	<i>Consumer Credit Approval Hierarchy</i>	72
CHAPTER 6		73
CREDIT PROCESS OF HBL		73
6.1	<i>Credit Policy Committee</i>	73
6.1.1	<i>Structure</i>	73
6.1.2	<i>Responsibilities</i>	74
6.2	<i>Credit Management Models</i>	75
6.3	<i>Approval Rules</i>	76
6.3.1	<i>Credit Officers</i>	77
6.3.2	<i>Senior Credit Officer</i>	77
6.3.3	<i>Appointment of Credit Officers and Senior Credit Officers</i>	77
6.4	<i>Credit Limits</i>	78
6.5	<i>Corporate Credit Approval Hierarchy</i>	79
6.5.1	<i>Documentations</i>	81
6.6	<i>SME's Credit Approval Process</i>	84
6.6.1	<i>Documentations For SME's Credit</i>	85
6.7	<i>Consumer Credit Process</i>	86
6.7.1	<i>Documentations</i>	86
6.7.2	<i>Approval levels</i>	87
CHAPTER 7		89
Comparison B/W Consumer, Corporate And Commercial Credit Process Of UBL And HBL		89
7.1	<i>Consumer Credit</i>	89
7.1.1	<i>United Bank Limited</i>	89
7.1.2	<i>Habib Bank Limited</i>	91
7.2	<i>Corporate Credit</i>	92
7.2.1	<i>United Bank Limited</i>	92
7.2.2	<i>Habib Bank Limited</i>	93
7.3	<i>SME's CREDIT</i>	95
7.3.1	<i>United Bank Limited</i>	95
7.3.2	<i>Habib Bank Limited</i>	96
Chapter 8		98
ANALYSIS AND INTERPRETATION OF DATA		98
8.1	Statistical Data of Questionnaire for customers OF UBL AND HBL	98
8.2	Statistical data of Questionnaire for UBL AND HBL employees.....	105
8.3	Evaluation of questionnaire for customers.....	108
8.3.1	<i>UBL</i>	108
8.3.2	<i>HBL</i>	117



8.4 Analysis of questionnaire for Employees	125
8.4.1 UBL	125
8.4.2 HBL	129
CHAPTER 9.....	133
IDENTIFICATION OF ISSUES.....	133
9.1 Issues of UBL	133
9.2 Issues of HBL	136
CHAPTER 10.....	138
FINDINGS OF THE STUDY	138
CHAPTER 11.....	140
RECOMMENDATIONS	140
CHAPTER 12.....	143
ACTION PLAN.....	143
CHAPTER 13.....	145
REFERENCES.....	145
ANNEXURES.....	147
ANNEXURE-A.....	148
QUESTIONANIRE FOR CUSTOMERS	148
ANNEXURE-B.....	149
QUESTIONANIRE FOR EMPLOYEES	149
ANNEXURE-C.....	150
PRUDENTIAL REGULATIONS	150
(CONSUMER)	150
ANNEXURE-D	151
SIMPLIFIED CREDIT APPLICATION	151
(UBL)	151
ANNEXURE-E	152
STANDARD CREDIT APPLICATION	152
(UBL)	152
ANNEXURE-F	153
BORROWERS BASIC FACT SHEET	153
(BBFS-UBL)	153
ANNEXURE-G.....	154
BORROWERS BASIC FACT SHEET	154
(BBFS-HBL)	154
ANNEXURE-H	155
BASIC INFORMATION REPORT	155
(BIR)	155



Comparison b/w Corporate, SME's and consumer
Credit policy of UBL and HBL



ANNEXURE-I	156
CREDIT APPLICATION	156
(HBL)	156
ANNEXURE-J	157
CALL REPORTS.....	157
ANNEXURE-K	158
INTERVIEW SHEET.....	158