**Title: MERGER AND ACQUISITION IN INDIAN BANKING SYSTEM**

**ABSTRACT**

The Indian banking sector has undergone significant transformations over the years, with a notable trend being the increasing frequency of mergers and acquisitions (M&A) among banks. This synopsis explores the dynamics of M&A activities in the Indian banking system, analyzing the trends, challenges, and implications associated with such strategic moves.

**Objectives**

To study about merger and acquisition in banking industries.

►To study different types of merger and acquisitions.

►To study some of the bank in respect of pre & post- merger and acquisition.

►To study the reasons of merger and acquisitions.

**Research Methodology**

Adescriptive approach has been seen in the present paper as, data collected from different sources are used

for interpretation and analysis of the data

**Key Findings**

Historical Context: The research will delve into the historical evolution of M&A activities in Indian banking, identifying key milestones and their impact on the sector's structure and competitiveness.

Drivers of M&A: The study will explore the motives driving banks towards mergers and acquisitions, including factors such as economies of scale, enhanced market presence, and technological synergies.

Challenges Faced: An analysis of the challenges encountered by banks during the M&Aprocess, including integration issues, cultural disparities, and regulatory complexities, will be presented.

Impact on Stability and Competitiveness: The research will assess the consequences of M&Aon the stability and competitiveness of the Indian banking system, considering both short-term disruptions and long-term benefits.

Regulatory Frameworks: The study will investigate the regulatory frameworks governing M&Ain the Indian banking sector, evaluating their effectiveness in ensuring a smooth consolidation process and safeguarding the interests of stakeholders.

**Conclusion**

The synopsis will conclude by summarizing the key findings, providing insights into the evolving landscape of M&Ain the Indian banking system, and offering recommendations for policymakers, banking institutions, and other stakeholders to navigate the challenges and capitalize on the opportunities presented by these strategic moves.

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INTRODUCTION

Acquisitions and mergers (M&A) are strategic transactions involving the consolidation of businesses for growth or restructuring. In M&A, one company usually takes control of another, leading to the creation of a larger entity or the restructuring of the existing businesses.

### **What is a Merger?**

A merger combines two companies into a single new entity, typically aiming to increase market share or reach new markets. The Companies Act of 1856 regulates mergers, which involve mutually agreeing on partners, determining valuations, and then merging operations to form a new company.

### **Types of Mergers**

1. ****Conglomerate Mergers****: Merge businesses from different industries to diversify products or markets. This includes:
	* ****Pure Conglomerate Merger****: Combines unrelated businesses.
	* ****Congeneric Mergers (Product Extension)****: Involves companies with shared characteristics, such as marketing or technology.
	* ****Market Extension Mergers****: Merges companies that sell similar products in different markets.
2. ****Horizontal Mergers****: Merge businesses within the same industry, leading to fewer competitors and a larger market share.
3. ****Vertical Mergers****: Merge businesses at different levels of the same industry to optimize supply chain efficiencies.

### **Reasons for Bank Mergers**

* ****Bad Loans****: Address increasing non-performing assets (NPAs) and bad loans.
* ****Economies of Scale****: Reduce costs by consolidating operations and infrastructure.
* ****Operating Efficiency and Governance****: Improve operational efficiency, accountability, and governance.
* ****Global Reach****: Create stronger banks with a broader national presence and enhanced capacity to provide credit to key sectors.

### **Merits of Bank Mergers**

* ****Stronger Regulatory Control****: The Reserve Bank of India (RBI) can exert more control over larger, merged entities.
* ****Improved Capital Base****: Allows banks to offer larger loans and penetrate new markets.
* ****Reduced Operating Costs****: Mergers can lower operational expenses and increase professionalism.
* ****Enhanced Service Delivery****: Mergers can lead to better customer service and a wider range of products, including insurance and mutual funds.
* ****Risk Management****: Geographically concentrated banks can extend their reach, improving risk management.

### **Demerits of Bank Mergers**

* ****Cultural Clashes****: Mergers can cause conflicts due to differing organizational cultures, systems, and processes.
* ****Union Opposition****: Public sector banks may face resistance due to employment concerns.
* ****Increased Financial Risks****: Larger, interconnected banks can pose systemic risks.
* ****Unequal Treatment****: Employees of smaller banks may face inequitable treatment in the merged entity.
* ****Loss of Local Identity****: Smaller banks may lose their community-based identity.
* ****Customer Confusion****: Clients may experience disruption during the transition.
* ****Greater Vulnerability****: Bigger banks may be more exposed to global financial crises, requiring government bailouts.

Overall, while bank mergers offer several advantages, such as increased efficiency and reduced costs, they also bring challenges, including cultural conflicts, regulatory concerns, and potential disruptions for customers and employees. The success of mergers depends on effective integration, transparent communication, and careful management of cultural differences.

The Indian banking sector plays a pivotal role in the nation's economic growth, facilitating a range of financial services, from receiving deposits to providing loans to industrial and agricultural sectors. As the Indian economy transitions from a manufacturing-based to a service-based structure, the banking industry must evolve alongside it. Indian banks have demonstrated resilience and adaptability, especially in the context of ongoing mergers and consolidations.

### **Changes in the Indian Banking Sector**

The Indian banking system has undergone significant transformations over the past three decades, driven by:

* ****Technological Advancements****: Earlier, banking processes like obtaining drafts or withdrawing money required lengthy wait times. Today, digital banking and instant fund transfers have revolutionized customer experience, allowing quick transactions and increased accessibility.
* ****Geographical Expansion****: Banks have expanded their presence even to the most remote regions of the country, contributing to socio-economic development.
* ****Mergers and Amalgamations****: The Central Government, through the Reserve Bank of India (RBI), has overseen the merging of nationalized banks to create more robust and efficient banking entities. This process has been guided by the Banking Companies Acts of 1980 and 1970.

### **Socio-Economic Impact**

Indian banks have been instrumental in the country's socio-economic development since independence. The banking sector reforms, introduced in response to the liberalization of the Indian economy, have been based on recommendations from the Narasimhan Committee. These reforms aim to create a financially viable and competitive banking sector, reducing the burden on the government.

### **Opportunities for Transformation**

The ongoing changes and reforms in the Indian banking sector present opportunities for creating a banking system that is:

* ****Sound and Strong****: Capable of sustaining itself without relying on government support.
* ****Efficient and Effective****: Able to adapt to market demands and provide high-quality services.
* ****Globally Competitive****: Positioned to play a significant role in the global financial landscape.

Overall, the Indian banking sector is in a period of dynamic transformation, driven by technological advancements, regulatory reforms, and a focus on broader socio-economic development. The successful implementation of these changes will ensure that the banking sector continues to be a driving force behind India's economic growth and development.

|  |  |  |
| --- | --- | --- |
| ****Merged Into (Anchor Banks)**** | ****Banks Merged**** | ****Merger Year**** |
| ****Bank of Baroda**** | ****Dena Bank********Vijaya Bank**** | ****1st April, 2019**** |
| ****Canara Bank**** | ****Syndicate Bank**** | ****1st April, 2020**** |
| ****Indian Bank**** | ****Allahabad Bank**** | ****1st April, 2020**** |
| ****Punjab National Bank**** | ****Oriental Bank of Commerce********United Bank of India**** | ****1st April, 2020**** |
| ****State Bank of India**** | ****State Bank of Bikaner And Jaipur********State Bank of Hyderabad********State Bank of Mysore********State Bank of Patiala********State Bank of Travancore**** | ****1st April, 2017**** |
| ****Union Bank of India**** | ****Andhra Bank********Corporation Bank**** | ****1st April, 2020**** |

### **Mergers in the Indian Banking Sector**

In the Indian banking sector, several significant mergers have taken place, driven by the need for consolidation, increased operational efficiency, and improved financial health. Here's a summary of the key mergers:

### **Merger 1: Bank of Baroda, Vijaya Bank, and Dena Bank**

* ****History****:
	+ ****Bank of Baroda****: Established in 1908 by Maharaja Sayajirao Gaekwad III, headquartered in Vadodara. It was nationalized in 1969.
	+ ****Vijaya Bank****: Founded in 1931 by Shri A.B. Shetty and others, with a corporate office in Bengaluru. Nationalized in 1980.
	+ ****Dena Bank****: Established in 1938 by Devkaran Nanjee, with headquarters in Mumbai. It was nationalized in 1969.
* ****Merger Details****:
	+ On September 17, 2018, the Indian government announced plans to merge Bank of Baroda with Vijaya Bank and Dena Bank.
	+ The merger became effective on April 1, 2019, creating the third-largest lender in India by assets.
	+ The merger aimed to strengthen financial stability and reduce non-performing assets (NPAs).
	+ Bank of Baroda's profitability might be impacted due to the higher NPA ratios of the other two banks, but technological integration was expected to be smoother due to the common Finacle CBS platform.

### **Merger 2: Canara Bank and Syndicate Bank**

* ****History****:
	+ ****Canara Bank****: Established in 1906 by Subba Rao Pai in Mangalore, it became the first Indian bank to receive an ISO certificate in 1996.
	+ ****Syndicate Bank****: Founded in 1925 in Udupi by Upendra Ananth Pai and others to support local weavers. It was nationalized in 1969.
* ****Merger Details****:
	+ The merger took effect on April 1, 2020, making Canara Bank the fourth-largest public sector bank in India.
	+ The combined entity has over 10,000 branches and 12,000 ATMs, with a business worth over Rs 15.20 lakh crore.
	+ The merger was expected to lower operating costs due to network overlap and create a seamless integration due to similar work cultures.

### **Merger 3: Indian Bank and Allahabad Bank**

* ****History****:
	+ ****Indian Bank****: Established in 1907 as part of the Swadeshi movement, with overseas branches in Singapore and Colombo.
	+ ****Allahabad Bank****: Founded in 1865 in Allahabad, it's the oldest joint-stock bank in India. It was nationalized in 1969.
* ****Merger Details****:
	+ The merger was announced in 2020, with Allahabad Bank merging into Indian Bank, making Indian Bank one of the largest PSBs.
	+ The combined entity has a wide geographical reach, with over 3,230 branches across India.
	+ The merger's aim was to increase operational efficiency and customer reach.

### **Merger 4: Punjab National Bank, Oriental Bank of Commerce, and United Bank of India**

* ****History****:
	+ ****Punjab National Bank (PNB)****: Established in 1894, headquartered in New Delhi, and known for having the most loan fraud cases among state-run banks.
	+ ****Oriental Bank of Commerce (OBC)****: Established in 1943 in Lahore and later shifted to India after partition. It was nationalized in 1980.
	+ ****United Bank of India****: Founded in 1959, with more than 1,300 branches and 15 overseas branches.
* ****Merger Details****:
	+ The merger took effect on April 1, 2020, with PNB taking over OBC and United Bank, becoming the second-largest lender in India after SBI.
	+ The combined entity has over 11,000 branches, 13,000 ATMs, and more than 1 lakh employees.
	+ The merger is expected to create a globally competitive bank with a broader reach and improved operational efficiency.
	+ PNB introduced a new logo incorporating elements from all three banks to reflect the merger.

### **Merger 5: State Bank of India and Its Subsidiaries**

* ****State Bank of India (SBI)****:
	+ SBI's origins trace back to the establishment of the Bank of Calcutta in 1806. It became the Bank of Bengal in 1809 and later amalgamated with the Bank of Bombay and the Bank of Madras to form the Imperial Bank of India in 1921. SBI was constituted in 1955 following the recommendation of the All India Rural Credit Survey Committee.
	+ In 1959, the State Bank of India (Subsidiary Banks) Act enabled SBI to take over eight former state-associated banks as subsidiaries, known as "associate banks."
* ****State Bank of Bikaner and Jaipur (SBBJ)****:
	+ Formed in 1963 from the consolidation of the State Bank of Jaipur and the State Bank of Bikaner, which were founded in 1943 and 1944, respectively.
* ****State Bank of Hyderabad (SBH)****:
	+ Established in 1941 as Hyderabad State Bank, it became a subsidiary of SBI in 1956.
* ****State Bank of Mysore (SBM)****:
	+ Founded in 1913 as the Bank of Mysore Ltd., it became a subsidiary of SBI in 1960.
* ****State Bank of Patiala (SBP)****:
	+ Established in 1917 by Maharaja Bhupinder Singh, it joined SBI's associate banks in 1959.
* ****State Bank of Travancore (SBT)****:
	+ Founded in 1945 as Travancore Bank Ltd., it became an SBI subsidiary in 1959.
* ****Merger Details****:
	+ On April 1, 2017, SBI merged with its five associate banks (SBBJ, SBH, SBM, SBP, and SBT), creating a unified banking entity with broader reach and greater operational efficiencies. This merger made SBI the largest bank in India by assets, branches, and workforce.

### **Merger 6: Union Bank of India, Andhra Bank, and Corporation Bank**

* ****Union Bank of India (UBI)****:
	+ Established in 1919 and headquartered in Mumbai, it is one of India's largest public sector banks. It was inaugurated by Mahatma Gandhi and is owned by the Ministry of Finance.
* ****Andhra Bank****:
	+ Established in 1923, it operated in 25 states and three union territories, with headquarters in Hyderabad, Telangana. It was nationalized in 1980.
* ****Corporation Bank****:
	+ Founded in 1906 in Udupi, it had a capital of ₹5,000 at its founding. It was nationalized in 1980.
* ****Merger Details****:
	+ On April 1, 2020, Andhra Bank and Corporation Bank were merged into Union Bank of India. This merger aimed to create a stronger, more efficient public sector bank with a larger geographical footprint and improved operational capabilities.

**REVIEW OF LITERATURE**

### **Sanjay Sharma & Sahil Sidana (2017)**

This research report examines the effects of the State Bank of India's (SBI) merger with its affiliates on the bank's financial standing. It suggests that the merger will expand SBI's network, giving it global visibility and allowing it to offer lending at lower costs. The merger is also expected to reduce gross and net non-performing assets, improve operational efficiency with a single management team, and bolster the bank's global position.

### **Kotnal Jaya Shree (2016)**

This study explores the economic impact of the SBI merger on profitability, considering factors like gross profit margin, net profit margin, operational profit margin, return on equity, and debt-equity ratio. While the research concludes that mergers can have a favorable impact on financial performance, it suggests that mergers alone might not fully address broader financial health and institutional development challenges.

### **Prof. Ritesh Patel & Dr. Dharmesh Shah (2016)**

Using the Economic Value Added (EVA) technique along with other financial metrics (net profit margin, return on net worth, return on assets, interest earned, and total assets), this study analyzes the financial performance of banks pre- and post-merger. The conclusion is that mergers can improve financial performance, but reviewing historical financial data prior to a merger can offer useful insights.

### **Parveen Kumari (2014)**

This study examines bank mergers and acquisitions as a strategic tool to foster growth and increase credit generation. The findings from post-merger data indicate growth in the number of branches and ATMs, deposits, net worth, and profit. The study suggests that mergers can be a driver for expansion and increased profitability.

### **S. Devarajappa (2012)**

This study aims to identify factors driving mergers and acquisitions in India. It assesses the performance of banks before and after mergers using metrics like return on investment, ROCE, and ROE. The findings indicate that mergers can positively impact weaker banks by consolidating them into larger, more stable institutions.

### **Ramon, A.A., Onaolapo, & Ajala, O. Ayorinde (2012)**

This study focuses on the impact of mergers and acquisitions on the profitability of Nigerian commercial banks. It uses financial efficiency metrics such as profit after tax, deposit profit, and gross income. The results indicate that mergers and acquisitions can lead to improved financial performance. The study recommends that banks invest in technology, retrain employees, and promote financial products aggressively to boost profitability.

### **Azeem Ahmed Khan (2011)**

The study identifies the key drivers of mergers and acquisitions in India and suggests that these transactions can lead to dividends for equity shareholders. The findings indicate that shareholders can benefit from M&A activities.

### **Nisarg A. Joshi & Jay M. Desai**

This study examines the operational performance and shareholder value of mergers, using ratio analysis (operational profit margin, gross operating margin, net profit margin, debt-equity ratio, return on net worth, and EPS/P/E ratio). The research indicates that, initially, mergers may not necessarily improve performance, aligning with previous studies suggesting that the benefits of mergers can take time to materialize.

RESEARCH METHODOLOGY

The banking sector has witnessed significant mergers and acquisitions in recent years, driven by the need to address challenges like demonetization and non-performing assets (NPAs). These mergers are designed to create larger, more resilient banks capable of operating in a challenging environment. The problem statement and research objectives aim to examine the effects of these mergers on the financial performance of major Indian banks.

### **Problem Statement**

Government banks in India faced significant difficulties due to demonetization and increasing NPAs. Many government banks experienced substantial losses from bad loans, and talks about shutting some banks arose due to the potential risk of customer panic and withdrawals. To avoid this, the government, with the Reserve Bank of India (RBI), opted for consolidation through large-scale economic operations, focusing on strengthening public sector banks, improving services, reducing costs, and lowering NPAs. The consolidation aimed to optimize resources and maintain stability in the banking sector. The study seeks to explore these developments and their implications.

### **Research Objectives**

The research aims to examine the financial performance of the following banks before and after their respective mergers:

* ****Bank of Baroda****
* ****Punjab National Bank****
* ****Canara Bank****
* ****Union Bank****
* ****Indian Bank****

### **Significance of the Study**

This study is significant as it provides insights into the impact of mergers and acquisitions in the Indian banking sector. Understanding how these mergers affect the financial performance of major banks can help evaluate the success of consolidation efforts and guide future policy decisions.

### **Sources of Data Collection**

The study relies on secondary data obtained from various sources:

* ****Annual Reports****: Data from the annual reports of the selected banks.
* ****Websites****: Information from relevant websites and online resources.
* ****Books and Magazines****: Details about the history, growth, and development of the banking sector.
* ****Published Papers and Articles****: Information from research articles, reports, and journals.
* ****Newspapers****: Coverage from newspapers and other media sources.

Selection of sample



### **Tools of Analysis**

The study employs the following tools to analyze the impact of mergers:

#### **SPSS Software**

* Statistical software used for data analysis in the study.

#### **Ratio Analysis**

* A financial technique that assesses the relationship between different financial figures. Ratios used in the study include:
	+ ****Operating Profit Ratio****: Operating profit as a percentage of net sales, indicating business efficiency.
	+ ****Net Profit Ratio****
	+ ****Return on Assets****
	+ ****Return on Equity****
	+ ****Cost-to-Income Ratio****
	+ ****Debt-Equity Ratio****
	+ ****CASA Ratio (Current and Savings Accounts ratio)****

#### **Statistical Analysis**

* The study uses statistical measures like mean, standard deviation, and paired sample t-test to evaluate the hypothesis.

#### **Paired T-Test**

* A statistical method used to compare two related samples, suitable for small sample sizes. This test is useful for comparing pre- and post-merger financial data to identify significant differences.

### **Hypotheses of the Study**

* ****Null Hypothesis****: There would be no significant difference in the mean score of selected banks before and after the merger and acquisition.
* ****Alternate Hypothesis****: There would be a significant difference in the mean score of selected banks before and after the merger and acquisition.

### **Limitations of the Study**

* The analysis is limited to five specific banks.
* Data is compared one year before and one year after the merger, potentially affecting the validity of conclusions.
* The study relies on secondary data, with inherent limitations in accuracy and completeness.
* The study focuses on a subset of units, limiting its generalizability.

### **Data Analysis: Operating Profit Ratio**

* ****Definition****: The operating profit ratio is calculated by dividing operating profit by net sales and multiplying by 100.
* ****Interpretation****: It indicates business efficiency and operational effectiveness. A higher ratio suggests better efficiency.
* ****Observation****: A low operating profit ratio compared to a high net profit ratio can indicate that other income, not operational performance, is driving the profit.

1. Net Profit Ratio

• Net Profit Ratio = Net Profit / Net Sales x 100

1. Return on Equity Ratio
2. Return on Equity
	* Return on equity = net income / shareholder’s equity
	* Return on equity is the most important metric in all of the bank investing.
	* It can be measures profitability by dividing a bank’s net income by its shareholders equity , higher the number , greater the return.
	* Normally if we want to see a figure in excess of 10% , which is generally to mark the threshold between long-term value creation and destruction.

Return On Equity Ratio

1. Cost to Income Ratio

**FINDINGS**

### **Operating Profit Ratio**

* ****Pre-Merger****: Punjab National Bank had the highest operating profit ratio (-33.81), while Canara Bank had the lowest (-13.30).
* ****Post-Merger****: Bank of Baroda had the lowest ratio (-11.77), and Union Bank of India had the highest (-23.55).

### **Net Profit Ratio**

* ****Pre-Merger****: Canara Bank had the highest net profit ratio (0.74), and Punjab National Bank had the lowest (-19.44).
* ****Post-Merger****: Union Bank of India had the lowest ratio (-8.11), and Bank of Baroda had the highest (0.87).

### **Return on Assets (ROA)**

* ****Pre-Merger****: Canara Bank had the highest ROA (0.04), while Punjab National Bank had the lowest (-1.28).
* ****Post-Merger****: Union Bank of India had the lowest ratio (-0.56), and Bank of Baroda had the highest (0.05).

### **Return on Equity (ROE)**

* ****Pre-Merger****: Canara Bank had the highest ROE (1.16), and Punjab National Bank had the lowest (-24.20).
* ****Post-Merger****: Union Bank of India had the lowest ratio (-10.16), while Bank of Baroda had the highest (0.94).

### **Cost-to-Income Ratio**

* ****Pre-Merger****: Punjab National Bank had the highest ratio (58.80), and Canara Bank had the lowest (38.78).
* ****Post-Merger****: Union Bank of India had the highest ratio (46.11), while Canara Bank had the lowest (40.83).

### **Earnings per Share (EPS)**

* ****Pre-Merger****: Canara Bank had the highest EPS ratio (8.00), while Bank of Baroda had the lowest (-64.97).
* ****Post-Merger****: Bank of Baroda had the lowest ratio (-46.70), and Punjab National Bank had the highest (1.00).

### **Debt-to-Equity Ratio**

* ****Pre-Merger****: Canara Bank had the highest ratio (21.53), and Bank of Baroda had the lowest (15.07).
* ****Post-Merger****: Punjab National Bank had the lowest ratio (13.09), while Canara Bank had the highest (20.27).

### **Return on Capital Employed (ROCE)**

* ****Pre-Merger****: Indian Bank had the highest ROCE ratio (1.78), and Union Bank of India had the lowest (1.54).
* ****Post-Merger****: Indian Bank had the highest ratio (2.14), while Canara Bank had the lowest (1.32).

### **Asset Turnover Ratio**

* ****Pre-Merger****: Bank of Baroda had the lowest ratio (0.06), while Punjab National Bank, Canara Bank, Union Bank of India, and Indian Bank had the highest (0.07).
* ****Post-Merger****: All combined banks have the same ratio (0.07).

### **CASA Ratio (Current and Savings Accounts)**

* ****Pre-Merger****: Punjab National Bank had the highest CASA ratio (42.16), and Canara Bank had the lowest (29.18).
* ****Post-Merger****: Punjab National Bank continued to have the highest ratio (42.97), while Canara Bank had the lowest (31.37).

These findings highlight the variability in financial performance among the banks both before and after the mergers. They offer insights into operational efficiency, profitability, asset management, and capital structure, illustrating the diverse impact of mergers on different financial metrics.

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CONCLUSION

In recent years, the banking sector has witnessed significant mergers and acquisitions, resulting in the emergence of several worldwide companies through these transactions.

According to the current study, there were no significant changes in the profitability ratio of a few banks that were adequate during the study period before and after the merger and acquisition of the selected banks in India. However, there are optimistic forecasts for future increases in profitability. Thus, it can be concluded that the merged banks saw increased levels of cost efficiency as a result of the mergers.

Acquisitions and mergers result in financial gains and an increase in the target banks' stock. Whether or whether to raise the acquirer's share and profit depends on the circumstances and conditions.

The main goal of the merger and acquisition is to lessen competition and safeguard the economy's current markets.

Only when a merger does not result in problems with competition can it be beneficial for the growth and development of the nation.

The effect of mergers and acquisitions on shareholder value. The structural elements that are the asset in a merger or acquisition include the number of bids in the transaction, the financing method, and the relative sizes of the merging parties.

The significance of taking into account a potential target's size and the financing strategy for mergers and acquisitions. The potential for autonomous structural variables to impact shareholder value exists.

The management of banks and other entities planning to combine or acquire should analyze and take into account the potential influence of these structural elements on the successful completion of the desired merger or acquisition.

In order to compete with rivals in the global market, mergers have strengthened the industry's competitive edge; yet, because fewer businesses are involved in the merger, the industry is shrunk.

Through mergers, banks can get access to tax benefits, direct access to cash resources, and enhance their financial foundation.

In the banking sector, mergers between smaller, weaker banks and larger, stronger banks assist the former increase their position.

Syndicate Bank merged with Canara Bank, Andhra Bank and Corporation Bank merged with Union Bank of India, Vijaya Bank, Dena Bank merged with Bank Of Baroda, Oriental Bank of Commerce and United Bank of India merged into Punjab National Bank, and Allahabad Bank merged with Indian Bank are just a few of the banks that the aforementioned study examines the effects of mergers and acquisitions on.