

CASH MANAGEMENT PRACTICES IN NEPAL TELECOM LTD.

A THESIS

Submitted by:

Mahendra Gotame

Roll No.: 512/064

T.U. Reg. No: 6-1-53-174-2001

Exam Roll No.- 280581

**In partial fulfillment of the requirements for the Degree of Master of
Business Studies (M.B.S.)**

Submitted to:

Office of the Dean

Faculty of Management

Tribhuvan University

Central Department of Management

Kiritpur, Kathmandu

September, 2012

RECOMMEDATION

This is to certify that the thesis submitted by

Mahendra Gotame

Entitled

CASH MANAGEMENT PRACTICES IN NEPAL TELECOM LTD.

*has been prepared as approval by this department in the prescribed format of
Faculty of management. This is forward for examination.*

.....
Mr. Jagat Timilsina
Supervisor

.....
Prof. Dr. Bal Krishna Shrestha
Research Committee Head

.....
Asso. Prof. Ajay Prasad Dhakal
Acting Department Head

Date:

VIVA-VOCE SHEET

We have conduct the viva–voce examination of the thesis presented by

Mahendra Gotame

Entitled

CASH MANAGEMENT PRACTICES IN NEPAL TELECOM LTD

And found the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to accept partial fulfillment for the Degree of Master of Business studies (M.B.S.)

Viva-Voce Committee

Head, Research Department

Member (Thesis Supervisor)

Member (External Expert)

Acting Head (CDM)

Date :.....

DECLARATION

I hereby declare that the thesis entitled "**CASH MANAGEMENT PRACTICES IN NEPAL TELECOM LTD**" submitted to University campus Kirtipur, Kathmandu.

It is my original work done for the partial fulfillment of the requirement for master of business studies (M.B.S.) under the supervision and guidance of **Mr.**

Jagat Timilsina University Campus Kirtipur, Kathmandu.

.....

Mahendra Gotame

Roll No. 512 (2064/65)

Exam Roll : 280581

University Campus

Kirtipur, Kathmandu

September, 2012

ACKNOWLEDGEMENT

I would like to express my hearty thanks and gratitude to thesis supervisor Mr. Jagat Timilsina University Campus Kiritpur for the precious recommendations, guidance and regular co-operation throughout this study period.

I am totally thankful to all the senior staffs and personnel of Nepal Telecom Ltd. For providing various information, their opinion and recommendation further, sincere and timely co-operation and staff of University campus & Acting Head of Central Department of Management, T.U. Mr, Rishi Raj Dawadi, Mr. Mukunda Rimal .

I would like to express my hearty thanks towards all of my family members who spent their valuable time and efforts and made a great sacrifice for my higher education and always created good environment and regularly promoted for this studies. My special thanks goes to Mr. Jay Paudel, for his technical support, valuable suggestions and advice to fulfillment of this thesis.

Ultimately, my appreciation goes to Tyangla Cyber and Communication for processing and up to final bindings nicely.

I am responsible for all the errors and omissions.

Mahendra Gotame
Researcher

Date: 2069/06/03

TABLE OF CONTENTS

	Page
RECOMMENDATION	I
VIVA-VOCE SHEET	II
DECLARATION	III
ACKNOWLEDGEMENT	IV
TABLE OF CONTENTS	V
LIST OF TABLES	VII
LIST OF FIGURES	VIII
ABBREVIATION	IX
<u>CHAPTER - I: INTRODUCTION</u>	1-20
<u>1.1 Background of the Study</u>	2
<u>1.1.1 Public Enterprises</u>	3
<u>1.1.2 Introduction of Nepal Telecom Ltd.</u>	3
<u>1.1.3 Services provided by NTCL</u>	6
<u>1.1.4 Present Status of NTCL in the telecommunication Sectors</u>	13
<u>1.1.5 Objectives of the NTCL in Tenth National Plan</u>	14
<u>1.1.6 NTC Turns into the Company</u>	16
<u>1.2 Focus and Significance of the Study</u>	17
<u>1.3 Statement of the Problem</u>	18
<u>1.4 Objectives of the Study</u>	18
<u>1.5 Limitations of the Study</u>	20
<u>1.6 Organization of the study</u>	20
<u>CHAPTER - II: REVIEW OF LITERATURE</u>	21-41
<u>2.1 Conceptual Framework</u>	21
<u>2.1.1 Meaning of Cash Management</u>	21
<u>2.1.2 Efficiency of Cash Management</u>	24
<u>2.1.3 Different Techniques of Cash Management.</u>	27
<u>2.1.4 Motives for Holding Cash</u>	30
<u>2.1.5 Techniques for Improving Cash Flow</u>	30
<u>2.1.6 Approaches used to develop cash budget</u>	32
<u>2.1.7 Determining the Optimum Cash Balance</u>	32
<u>2.1.8 Cash Management Models</u>	33
<u>2.1.9 Cash Management Objectives</u>	35
<u>2.2.10 Review of Related Thesis and Publication</u>	36

<u>CHAPTER - III: RESEARCH METHODOLOGY</u>	42-50
3.1 <u>Research design</u>	42
3.2 <u>Population and Sample</u>	42
3.3 <u>Nature and Sources of Data</u>	43
3.4 <u>Data Analysis Tools</u>	43
3.4.1 <u>Financial Tools for Analysis</u>	43
3.4.2 <u>Statistical Tools for Analysis</u>	46
<u>CHAPTER - IV: PRESENTATION AND ANALYSIS OF DATA</u>	51-75
4.1 <u>Analysis of Liquidity Position</u>	51
4.1.1 <u>Analysis of Cash and Bank Balance</u>	51
4.1.2 <u>Analysis of Dispersion of Cash and Bank Balance</u>	52
4.1.3 <u>Analysis of Cash Turnover Ratio/ Sales to Cash and Bank Balance</u>	53
4.1.4 <u>Analysis of Correlation between Sales and Cash and Bank Balance</u>	54
4.2 <u>Analysis of Liquidity Relation between its Variables</u>	55
4.2.1 <u>Analysis of Current Ratio (Current Assets to Current Liabilities)</u>	56
4.2.2 <u>Analysis of Acid test or quick Ratio or Quick Assets to Current Liabilities</u>	56
4.3 <u>Analysis of Profitability Position</u>	55
4.3.1 <u>Analysis of Net profit Margin Ratio</u>	57
4.3.2 <u>Analysis of Return on working capital</u>	59
4.3.3 <u>Analysis of Net Profit After Tax to Quick Assets</u>	60
4.4 <u>Analysis of Liquidity Relation to Profitability</u>	61
4.4.1 <u>Analysis of Correlation between Return on Working Capital Ratio and Current Ratio</u>	62
4.5 <u>Analysis of Receivable /Debtors Turnover Ratio</u>	62
4.5.1 <u>Analysis of Mean Dispersion and Correlation between Sales and Sundry Debtors</u>	62
4.6 <u>Analysis of Inventory Turnover Ratio</u>	65
4.6.1 <u>Analysis of Mean Dispersion and Correlation between Sales and Inventory</u>	66
4.7 <u>Analysis of Cash and Bank Balance to Account Receivable</u>	66
4.8 <u>Analysis of Cash and Bank Balance to Total Assets</u>	67
4.9 <u>Analysis of Cash and Bank Balance to Current Liabilities</u>	68
4.10 <u>Analysis of Cash Flow Statement</u>	69

<u>4.10.1 Analysis of Operating Activities</u>	70
<u>4.10.2 Analysis of Investing Activities</u>	70
<u>4.10.3 Analysis of Financing Activities</u>	71
<u>4.11 Analysis of Current Liabilities</u>	71
<u>4.12 The Findings of the Study</u>	71
<u>CHAPTER - V: SUMMARY, CONCLUSION AND RECOMMENDATIONS</u>	76-81
<u>5.1 Summary</u>	76
<u>5.2 Conclusion</u>	78
<u>5.3 Recommendations</u>	79
BIBLIOGRAPHY	
APPENDIX	

LIST OF TABLE

	Page No.
<u>Table 4.1: Actual Cash and Bank Balance and Variations</u>	51
<u>Table 4.2: Analysis of Dispersion of Cash and Bank Balance</u>	52
<u>Table 4.3: Analysis of Cash Turnover Ratio</u>	53
<u>Table 4.4: Correlation Between Sales and Cash and Bank Balance</u>	54
<u>Table 4.5: Current Assets, Current Liabilities and Current Ratio</u>	55
<u>Table 4.6: Quick Asset, Current Liabilities and Quick/Acid Test Ratio</u>	56
<u>Table 4.7: Analysis of Net profit Margin Ratio</u>	58
<u>Table 4.8: Net Profit After Tax, Current Assets and Return in working capital</u>	60
<u>Table 4.9: Net profit After Tax, Quick Assets and Return on Quick Assets</u>	61
<u>Table 4.10: Correlation Between Return on working Capital Ratio and Current Ratio</u>	62
<u>Table 4.11: Sales Receivables Turnover Ratio</u>	63
<u>Table 4.12: Analysis of mean Dispersion and Correlation Between Sales and Sundry Debtors</u>	64
<u>Table 4.13: Sales, Inventory, Turnover Ratio</u>	65
<u>Table 4.14: Analysis of mean Dispersion and Correlation Between Sales and Inventory</u>	66
<u>Table 4.15: Cash and Bank Balance to Account Receivable Ratio</u>	67
<u>Table 4.16: Cash and Bank Balance to Total Assets Ratio</u>	68
<u>Table 4.17: Analysis of Cash and Bank Balance to Current Liabilities</u>	68
<u>Table 4.18: Cash Flow Statement FY 2063/64 to 2067/68.</u>	69
<u>Table 4.19: Computation of Mean,Dispersion and Coefficient of Variance of Current Liabilities</u>	71

LIST OF FIGURES

Page No.

<u>Figure 2.1</u>	<u>Graphical presentation of Miller Orr Model of cash balanc</u>	32
<u>Figure 4.1</u>	<u>Trend Analysis of sales and Net Profit (loss)</u>	59
<u>Figure 4.2</u>	<u>Trend Analysis of Sales and Receivables and Average Collection</u> <u>Days</u>	64
<u>Figure 4.3</u>	<u>Trend Analysis of Cash Balance at the End of Year</u>	70

ABBREVIATION

A/R	:	Account Receivable
ACP	:	Average Collection Period
Adm. Expenses	:	Administrative Expenses
B.S.	:	Bikram Sambat
B/S	:	Balance Sheet
C&B	:	Cash and Bank
C.A.	:	Current Assets
C.L	:	Current Liabilities
C.R.	:	Current Ratio
C.V.	:	Coefficient of Variation
F/Y	:	Fiscal Year
GDP	:	Gross Domestic Product
GN	:	Government of Nepal
Govt. of Nepal	:	Government of Nepal
i.e.	:	That is
ICP	:	Inventory Conversion Period
MBS	:	Master of Business Studies
MIS	:	Management Information System
NTCL	:	Nepal Telecom Ltd.
P.E.	:	Probable Error
P/L	:	Profit and Loss
P/L A/C	:	Profit and Los Account
PEs	:	Public Enterprises
Ph.D.	:	Doctor of Philosophy
RCP	:	Receivable Conversion Period
Rs.	:	Rupees
S.D	:	Standard Deviation
S.N.	:	Serial Number
STCL	:	Salt Trading Corporation Limited
T.A.	:	Total Assets
T.U.	:	Tribhuvan University

CHAPTER - I

INTRODUCTION

1.1 Background of the Study

An individual, business firm and government organization do need to implement a number of programs to attain their goals. Implementing programs require resources such as natural resources, human resources and financial resources as well to Cash.

Cash is the life blood of every business organization without cash no business activities can take place. There are several issues involved in the management of this firm's liquidity position. One is to develop efficient system for the management of cash inflow and cash outflow. Efficient cash gathering and disbursal has become a major area of managerial finance so high level corporate executives are involved and so many conceptual issues are raised that important institutional developments in cash management have taken place. Because the developments in this field are so rapid and the literature has become so substantial.

The idea of cash management has not come directly and independently in it's separate entity. Before 1970's cash management was affiliated with the economics. Many more organizations of the world were enjoying by making reasonable profit margin and many organizations before 1970's period survive without proper management of cash. But by the reason of inflation in 1970's the situation changed and many profitable enterprises were confronted with the problem of liquidity and even faced technical insolvency. The investors

once again lost confidences in the credit worthiness of enterprises. As a result rising of funds, through the issue of shares from the present and potential investors become impossible. The liquidity problem also put pressure on the financial institutions making long term loans and forced them to rise the rates of interest very frequently. After 1970 and problem faced by the enterprises cash is considered as a major component of the working capital of the organization and started to manage cash in the best way then the separate entity of cash management has established. So the cash came to the separate and independent entity by the 1970's inflation (Bajracharya, 1990).

1.1.1 Public Enterprises

Public enterprises in Nepal constitute a vital instrument for the socioeconomic development of the country. It enjoys a strategic and crucial position in our mixed economy. "PE's are autonomous bodies which are owned and managed by government and which provide goods or services for a price. The ownership with the government should be 51 percent or more to take an entity PE" (Laxmi Narayan, 1972; 42). They have been established in many sectors for the overall development of the country with different goals and objectives. Nepal tried to develop public sector institutions after the advent of democracy in the year 1951. The first enterprise to be turned to public sectors was Nepal Bank limited established in 1994 B.S. Nepal started it's planned economic development in 1956 with launching of first five year plan. Since then the number of PE has increased substantially in the various field of Nepalese economy. There were 64 PE's before the privatization program of His Majesty Government at present there are 43 PE's in Nepal. Out of 43, 13 are in industrial sector, 6 are in trading sector, 8 are in service sector, 5 are in social sector, 3 are in public utility sector and 8 are in financial sector. The PE's are dominant in the production of sugar, cement, cigarettes, agriculture tools, petroleum product. Since the establishment of Nepal Telecom Limited, 35

years ago as public enterprises, its responsibility has been to provide reliable and affordable telecommunication service throughout the kingdom. Through its contribution effort to fulfill this responsibility, NTC's contribution towards the overall socio-economic development of the nation is note worthy.

1.1.2 Introduction of Nepal Telecom Ltd.

Telecommunication is system which facilities conveying information quickly over long distance with a cheap cost. It is also known as one of the quickest, cheapest as well as the most scientific means of communication in modern world. In a developing country like Nepal, the role, importance and contribution of telecommunication in the economic development of country cannot be exaggerated as there is no sector where telecommunication has not played role. The effect of telecommunication on the rural areas and their contribution to rural development are potentially extremely important, yet rather difficult to measure.

The history of telecommunication development in Nepal is not long one. The first telecommunication services were started in Nepal during the regime of Chandra Shumser in 1972 B.S. it was the first time and a good opportunity for Nepalese people to transmit message from Kathmandu to Birgunj. This telephone line attributed as magneto connected Birgunj with Kathmandu under the name of "Shree Chandra Telephone". Through no remarkable development has been found, another telephone line connecting in Kathmandu and Gaur had been installed in the year 1980 B.S. In the year 1992 B. S, 25 automatic telephone lines were distributed among the high ranking personalities of Nepal for their own uses. The telecommunication office was first established near Rani-Pokhari, Kathmandu.

Future telecommunication lines were made available during the rule of Prime Minister Juddha Shamsar by catering the line in the different districts to the extent of 300 miles long. The telephone lines were being extended from Kathmandu to Siraha, Shaptari while the same being extended up at Hanuman Nagar in 1994 B.S. In the year 1998 B.S. additional installation of telephone line linking Dhankuta, dharan and Biratnagar were distributed.

A noticeable change happened toward telecommunication during the period of Juddha Shamsar. About 200 miles long telephone line was also bought into use in western part of Nepal. The government of Nepal felt the need of telecommunication for effective administration and active participation of people to achieve national goal. So 200 local C.B. telephone lines were setup and distributed for His Majesty's Government offices having exchange office at Singh Durbar. In the year 2002 B.S. before implementation of first five year national plan, Nepal 200 C.B. lines, 100 magnet lines, 15 automatic lines, 10 military exchange lines and 600 miles of trunk lines connecting Kathmandu with other districts.

Before the implementation of first five year national plan had wireless relation between 28 centers only in various parts of the country. About 18 of these stations were equipped with modern equipment. The wireless services were made workable by means of petrol generators in different districts except Kathmandu and Biratnagar. As the material and machinery required for wireless has been made available during the period of second world-war, a satisfactory service could not be achieved on account of problems faced while transporting the petrol in remote districts.

Nepal telecom ltd. was established on (1975) 2032\03\01 B.S. under Nepal telecommunication act (1971) 2028 to provide reliable and affordable

telecommunication service all over the country. Most rural areas of Nepal are characterized by low population density, long distances between settlement areas and unfavorable geographical and climatic conditions. Other difficulties are low education level, less job opportunities, low per capita income, increasing tendency of population to migrate to urban centers, poor, unreliable or non-existent public transport, irregular or non-existent power supply, poor health care and medical services. The basic objective of the need for providing telecommunication facilities in those rural areas is to trigger the development activities and to minimize above mentioned disadvantage, thereby by improving the quality of life. NTCL is planning to serve rural areas by adopting various technologies. VSAT shall be deployed in high mountain areas and in those remote areas where other terrestrial system are not feasible or viable. Mid mountain areas and southern plain areas (tearibelt) shall be served by combination of wireless local loop (WLL), VHF/UHF radio communication, small rural exchanges with copper network or other appropriate system.

Nepal telecommunications corporation (NTC) is a wholly government owned public sector entity, administered by a government appointed aboard of Directors which includes a chairman and voting members. The board includes NTC's General Manager who chairs the meeting in the absence of the chairman. A senior officer of NTCL is appointed as a nonvoting secretary. NTC, like other government owned corporations, is subjected to government regulations for investment plan approval, foreign credit access and staffing and staffing and employment conditions. However, more autonomy to the entity may be in the offing in near future which shall be a part of the Government's proposed deregulation and liberalization policy in the telecommunication sector. NTC's general manager is the chief executive officer and is appointed by GOVT. OF NEPAL, not by NTC's Board of Directors.

Our Vision

“Vision of Nepal telecom is to remain a market leader in information and communication technology sector in the country while also extending reliable and cost effective service to all”.

Our Mission

“Nepal telecom, as a progressive, customer spirited and consumer responsive entity, is committed to provide nation- wide reliable telecommunication service to serve as an impetus to the social, political and economic development of the country.”

Our Goal

“Goal of Nepal telecom is to provide cost effective telecommunication service to every nook and corner of the country.”

1.1.3 Services Provided by NTCL

NTCL is moving ahead to establish nationwide telecommunication infrastructure, the foundations for its revolution in the country. In view of unprecedented development in the world of information and communication technologies, NTCL is trying its best to make a quantum leap forward to expand services not only in urban areas but also in the vast rural areas. More efficiency, increased productivity, better consumer services and more professionalism in the management are the key areas where NTCL will be giving top priority in the coming days of competitive environment in the telecom sector. The main services provided by NTCL are as follows.

i) Basic Telephone Service (PSTN Service)

Since 2032 B.S Nepal Telecom is the only pioneer organization that has been providing basic PSTN (Public Switched Telephone Network) telephone service to the people of Nepal. After 2061 B.S only, Nepal Telecom has distributed about 200000 PSTN Telephone lines and installed new exchanges in Rukum, Jajarkot, Pahchkhali etc. As per MIS report of Magh 2066 the total installed capacity and distributed telephone line of NTCL has reached the 570196 and 4534575, 2061/62 marks respectively. Installed capacity of PSTN has reached the 742007 and 552057, 2061/62 marks respectively. The total capacity includes all the telephone exchange, rural exchange spread throughout the country. Recently NTCL has 249 operational exchanges in 75 districts and service is available in all the 75 districts of Nepal.

All the exchanges of Kathmandu valley are linked by optical fiber. SDH Network outside the valley the exchanges between Bhairahawa-Butuwal is also linked by optical fiber network and exchanges processing for linkage by optical fiber network. This shift towards the optical transmission system has resulted in more reliable network and significantly improved quality of voice and data transmission.

The Basic PSTN Telephone Services Provided by Nepal Telecom are

-) Local Calls
-) Local Leased Lines
-) National Trunk Calls
-) International Trunk Calls
-) Internet Service
-) ISDM (Integrated Services Digital Network)

Other Supplementary Service/Facilities Available are

-) Originating Restriction
-) Abbreviated Dialing
-) Immediate Call Transfer
-) Call Transfer on Busy
-) Call Transfer on No Answer
-) Wake up Call Service

-) Locking Code Facility
-) Home Metering Service
-) Caller ID Facility
-) Conference Call Facility
-) Call Waiting Facility

PSTN Value Added Services (Fixed Intelligent Networks-FIN)
Prepaid Calling Card (PPC) Service (Easy Call any Phone Anywhere)

Easy call Prepaid Calling Card (PPC) service was introduced for the first time in Nepal in Mangsir 2061. Using this service you can literally call just anyone anywhere in the world. At any time with so many available options; for example you can make local calls, STD calls, Budget call (with International Prefix Code as 1445 and 1425) or ISD direct calls (International Prefix 00). You can also make cheap rate call to America/ Canada @Rs4/min.; India, China, Singapore, Hong Kong and Thailand @Rs5/min, Malaysia and South Korea @Rs6/min and Bangladesh, Pakistan and Taiwan @ Rs8/min using international dialing prefix 1424 Easy Call is available from all NT networks (PSTN/GSM/CDMA/Pay Phone/VSAT). Easy Call Cards of face value Mrs. 200,500 and 1000 are available in NT counters or through authorized agent of NT.

Nepal Direct Home Country Direct (HCD) Calling Card Service

Nepal Telecom launched Nepal Direct Home Country Direct (HCD) service in Jestha 2063. It also a Pre Paid Calling Card Service which facilitates Nepal Ease People (Who are settled aboard or are on short or long visits to foreign country) to make home bound calls to Nepal, that also in Nepalese Rupees @NRs 25/minute (Pulse Rate 1 for every 2.4 second). Presently HCD service is available from six countries i.e. Thailand, Singapore, UAE, Japan, South Korea and U.K.

PSTN Credit Limit (PCL) Service

PSTN Credit Limit (PCL) Service was launched on 22nd Magh 2062. Using this service any user can open a prepaid account on fixed line PSTN Telephone Number and make as much local, STD or ISD calls as permitted, depending on the credit amount left on the Prepaid Phone Account.

From 1st Bhadra 2066 onwards, a PCL Subscriber can also make cheap rate calls using international dialing prefix 1424. The service is now available all over Nepal.

Advanced Free Home Service (AFS)

Advance Free Home Service (AFS) which is more popularly known as Toll Free Service worldwide was introduced on 1st Chaitra 2061. Using this service any company/organization/corporation can publish a single unique AFS number so that their users, customers or supporters can call their AFS number without paying for the call charges i.e. the called party pays for the calls, while the calling party is not charged.

PSTN (VMS) Voice Mail Services

Using voice mailbox service (VMS) phone calls can be diverted to PSTN mail box when the phone is busy or unattended, so that callers can deposit message can be retrieved by the subscriber from anywhere, anytime from their own phone or from any other phone within NT'S network (PSTN/GSM/CDMA or from the internet).

Types of PSTN VMS Service

-) Voice Mail Box Service
-) Fax Mail Box Service
-) Voice and Fax Mail Box Service
-) Notice Board Service

PSTN VMS Notice Board Service

Notice Board service was launched on 11th Mangsir 2065 (26th November 2008). It is a supplementary service of PSTN VMS in which the mailbox can be used as a Notice Board by the subscribers. Using the service, notices (information/messages) required to be published can be recorded by the subscribers themselves through telephone and such recorded notices can be played when people call their telephone number having Notice Board Service facility. Subscribers of NT's PSTN (fixed wire line) telephone lines can subscribe and avail Notice Board Service free of cost.

IVR Service

Interactive voice response (IVR) is a telephony technology by which a person can interact with a database to acquire information from or enter data into the database via telephone. The user's interaction with the database is predetermined depending upon the type propose of the IVR service by dialing an access code and the call is routed to the computer system, which plays pre-recorded voice menu to the user. The user responses by selecting the menu options and depending upon the user response the computer analyzes and plays appropriate message to the user to provide the required information.

-) 188 IVR Service for Illegal VOIP Call Complaint Registration
-) 198 IVR Service for Automatic PSTN and ADSL Fault Complaint Registration
-) 1600 IVR Service for SLC Result Enquiry
-) 1601 IVR Service for 10+2 Result Enquiry
-) 1606 IVR Service for PSTN Telephone Bill Enquiry
-) 1607 IVR Service for PUK Enquiry of GSM Mobile and CDMA Sky Phone

i) Pay Phone Service

To provide customer a high quality service in Public Telephony, Nepal Telephone started Payphone Service in Bhadra 2058 which consists of modern public terminals for both indoor and outdoor use. It is supervised by a centralized network management system and is giving service in 408 places out of which 351 have been installed in Kahtmandu and the remaining outside Kathmandu.

ii) Mobile Service

Nepal Telecom started to provide GSM Cellular Mobile Services for the first time in Nepal in 1999. The technology used by Nepal Telecom for providing this service in GSM 900 and 1800. The switching and control equipment is located in Kathmandu, Pokhara and Biratnagar. At present this service is available in all 75 districts (particularly in remote areas) of the country. By end of July 2003, GSM cellular mobile coverage has been extended along the highways from Kathmandu to Pokhara, Kathmandu to Bharatpur, Bhairahawa region, Nepalgunj region in the west and to Kakarvitta in the east. Hence, all neighbouring towns along the highway shall also have GSM coverage. Together with the expansion of the coverage area of the mobile services the subscriber capacity has been increased to 50,000 lines for post paid services. 40,000 lines for new services like PPC (Pre-Paid Service) with has been introduced from September 2003. Mobile subscribers continue to avail services such as voice, fax, Data, Voice mail system (VMS), short message services (SMS), National and International services. . International Inbound Roaming, International Outbound Roaming, GPRS-General Packet Radio Service, CRBT-Caller Ring Back Tone Service (Web-Based Access, CBRT through IVR 1609, CBRT through SMS to 1455) and 3G Service.

As per MIR Report of Magh 2066, the total GSM mobile user are 35,57,571 which GSM Post-Paid mobile users are 110684, GSM Pre-Paid mobile users are

3446188 and WCDMA Pre-Paid mobile (3G) telephone users are 699 and the total density of GSM mobile user is 12.91 in FY 2065/66 Magh. The company has been successfully in expanding GSM subscriber base by 75.5% in the fiscal year 2065/66 that in the previous year.

iii) CDMA Service

Nepal Telecom is the pioneer operator to introduce wireless CDMA service in the country in Ashad 2062. Since then CDMA service has been the first choice for people living in areas. Unavailability of copper network in the rural areas and connection of GSM mobile in major cities and towns fuelled the demand of CDMA service. Easy availability of cheap handsets, large coverage area and better voice quality were other reasons to make CDMA popular with its demand ever increasing. CDMA service can also be used for mobile internet access. The Packet Data Service that comes with CDMA 20001X network enables people to connect to internet from anywhere. There are more than 60000 data service users in CDMA.

CDMA service is operated from three MSC's installed in Kathmandu, Biratnagar and Bhairahawa. The installed capacity of the service is 1 Million, out of which 400000 lines are installed in Kathmandu and 300000 each are installed in Biratnagar and Bhairahawa.

As per MIS Report on Magh 2066 the overall CDMA lines distributed is 788451, where CDMA C-Phone Pre-Paid (Fixed Telephone Service) is 131542, CDMA C-Phone Post-Paid (Fixed Telephone Service) is 44951, CDMA Sky Phone Pre-Paid (Mobile Telephone Service) is 583710, and CDMA Sky Post-Paid is 28248 and the total density of CDMA user is 2.86%.

iv) Voice, Data and Telegraph Leased Circuits Services

NTCL provides voice leased circuit services for voice telecast to the various countries to which NTCL has direct links. NTCL also provides national and international leased circuit services of high speed and low speed for data communication purposes.

v) Email and Internet Services

NTCL has been providing Email and Internet service to its customers in Kathmandu valley since 2000. Internet billing system has been in operation since October 2001. Monthly bills for all mobile telephone subscribers have also been put on the net since January 2002. Number of subscribers utilizing these facilities is on the rise everyday. At present a total of 10441 internet user and 4489 email users have registered to these services.

vi) International Telegraph Services

International telegraph service available is available to all parts of the world through satellite optical fiber links. Nepal has direct telegraph circuits with India Japan.

vii) International Program TV Services

NTCL provides this service for occasional use. This service includes transmission of video message by press correspondent, TV broadcast of major events either records or live on booked basis.

viii) Telex Services

The telex service provided by NTCL is fully automatic. The present new telex exchange was installed in 2001. Telex service operates through satellites circuits and optical links. Nepal has direct telex links with 7 countries- 8 destinations (USA, UK, Germany, Singapore, Japan, Hong Kong, and India- Mumbai and Kolkatta). It provides international telex services to more than

200 countries. Domestic telex services are available in Birgunj, Biratnagar, Bhairahawa, Pokhara, Butwal and Nepalgunj.

ix) V-SAT and WII Services

NTCL has been providing telecommunication service in various remote and inaccessible parts of the northern mountains region by v-sat equipment. The v-sat service provided by NTCL has altogether 61 stations installed in various parts of the country under the WII system 67 lines in Nawalparasi, 62 lines in Rupandehi and 15 lines in Kapilvastu district were distributed.

1.1.4 Present Status of NTCL in the Telecommunication Sectors

With the present tendency (number of telephone per 100 populations) of just 1.3 and more than 60 percent of rural areas without any kind of telecommunication services, the main challenge in telecommunication sector is to fulfill the ever increasing urban demand for telephone lines and at the same time expand telecom infrastructure in vast areas of rural areas. If one looks back at the development scenario of the telecommunication sectors in the past decade, the picture could be considered as reasonably satisfactory. Between 1995 and 1999, annual growth rate in telephone lines in Nepal was 28.8 percent, the third highest in Asia-Pacific region after Srilanka (33.8) and Cambodia (32.1%). The figures were 8.9 percent in Bangladesh, 27 percent in China, 19.8 percent in India, 7.4 percent in Pakistan, 10 percent in Thailand and 26.3 percent in Vietnam. However, with present waiting list of about 2,90,000 applications, for new telephone connections as against 3,25,000 connected main lines, coupled with urban demand for latest high-tech services on one side and rural obligation on the other side, the current and future challenge remain daunting. It now a forgone conclusion that in the modern day world, IT (Information Technology) development is essential for

overall economic growth of a country like Nepal and without adequate telecommunication infrastructure, IT development is not possible.

The most coveted Telecom Awards of SAARC were given to the service providers who drove in their respective countries in the past year. The number of subscriber additions in FY 2008-09 was the main criterion for deciding the growth Engine. The awards were given in two categories mobile service and internet-for each country. Nepal Doorsanchar Company Limited(Nepal telecom) bagged the awards in both categories for Nepal for driving the growth in internet and wireless phone. The post and Telecommunications minister of Bangladesh, Mr.Ranauddhin Ahamed Raju awarded Nepal Telecom amidst a function held in Dhaka, Bangladesh.

Given Nepal's mountains and Kathmandu valley's separation on from the densely populated areas of the terai region on the south along the border with India, telecommunications service has become a vital element in government administration, trade and industry and the entire socio-economic development of the society. With this realization, GOVT of Nepal has already formulated the new telecommunication Act and Telecom Policy, which has allowed competition with entry of one private operator each in mobile as well as fix telephone service based on wireless local loop. An autonomous regulatory body named Nepal Telecommunication Authority (NTA) is functioning last five years. With more than a dozen ISPs (Internet Services Providers) and V-SAT operators operating with licenses from NTA, IT sector is moving at faster pace and NTCL is the leading role in establishment of telecommunication infrastructure in the entire country including remote rural areas.

1.1.5 Objectives of the NTCL in Tenth National Plan

Since its establishment 35 years back, NTCL is dedicated towards providing reliable and affordable telecommunication services throughout the country as a sole national telecommunications operator of local, mobile, long distance and international telecom services. NTC's role is crucial for the social, economic, cultural development and overall upliftment of the nation. NTCL has 100 percent digitalized network employing the world's latest state-of-art technologies. NTC's vast telecommunications network infrastructure is playing a key role in the fast development of information technology in the country, aiding its participation in the global economy and ultimately helping in poverty alleviation.

The main Objectives or Aim of the NTCL in the Tenth National Plan as follows:-

-) To attain teledensity (basic fixed telephone lines) of 2.7 (this excludes the possible telephone line addition from private operators) by the end of tenth national plan. (expected teledensity at the of ninth national plan is about 1.35)

-) To provide basic telephone facilities in those VDCs of central, western, mid-western and far-western regions, where there are no telephone facilities at the end of ninth plan. It is to be noted that eastern region is singled out to be served by private operating company as per Nat's directive.

-) To attain mobile teledensity (number of telephones per 100 population) of 0.6 (this excludes the possible mobile subscribers of private operators) by the end of tenth national plan (expected mobile teledensity at the end of ninth national plan is about 0.1).

-) To provide basic telephone service within six month of demand by any person or institution anywhere in any part of the country including remote rural areas by the end of tenth national plan.
-) To create “on- demand” telephone distribution situation (which means connection of new telephone lines within 7 days of application) in all major cities and towns of the country by the end of tenth national plan.
-) To introduce new services and high technologies to fulfill the demand from urban population, specially to cater trade and industry requirements.
-) To give impetus to IT development in the country by expanding internet network throughout the country.
-) To establish broadband backbone links in terlinking major cities and towns, which will help the country to move towards “information society”?

1.1.6 NTC Turns into the Company

Nepal telecom Ltd. (NTCL), the country's biggest and the most profitable public enterprises, is turning into a company. The 34 years old NTC, the state-owned telecom operator is known as by new named Nepal Telecom from 1st Baishakh 2061. With the beginning of the new year 2061, the NTCL is converted into a company and the change in name has come to reflect its new status. Its official registration name however, will be Nepal Telecommunication Company Limited. But even after becoming a company, it will continue to run as a government entity units its shares floated by year end.

NTCL is among few state-owned enterprises that had been drawing good returns for years-largely due to monopoly market. The government however, declared to open the telecom sector from the last of 2060. The privatization of the NTCL is taking place in accordance with the government's plan of gradually handing over public enterprises to private hands.

The estimated amount of paid up capital an authorized capital of corporation, mean while, stand at 15 billion and Rs. 25 billion respectively. However the management is yet to decide on the proportion of shares that the Nepal Telecom would issue to general public.

Meanwhile, a seven-member committee has already been constituted that will manage and decide on behalf of Nepal Telecom. The committee has been formed under the chairmanship of the secretary at the ministry of information and communications (MOIC). The other members of the committee include representatives from the NTC, the MOIC, finance ministry, citizenship investment trust and ministry, of law and justice.

It is believed that changing into the company will make NTCL an autonomous entity, giving full authority of decision making on its own. This will certainly enhance its entire function and make NTCL more efficient. The service delivery will be further enhanced with the conversion of NTCL into company limited.

1.2 Statement of the Problem

NTCL is one of the leading public enterprises functioning in public utility sectors. NTCL is one of the basic infrastructures for the development of the nation without it, no industrialization of the economy can be imagined. In this context, NTCL has a great role than other public enterprises as all

manufacturing, non- manufacturing industries and government; depends on information supplied by it. In the past, it was a single public enterprise which provides information facilities to the people of Nepal. But nowadays It is facing marketing competition. There are other private companies like; United Telecom Limited, Spice Nepal, which are playing competitors role in sector of communication. Whatever NTCL is large scale public enterprise of the country and an apex institution in the communication sector.

Most of the public enterprises of Nepal are in a big crisis. Some of them are liquidated, some are privatized some are in the process of privatization. The first privatization policy was introduced in United Kingdom during 1980s and in Nepal it gained momentum after the restoration of multiparty democracy in 1990. At present among PEs of Nepal, NTCL is regarded as one of the few successful corporations. But how long can this prosperity be continued? This question is haunting and daunting to each and every conscious person. The monopoly of NTCL in telecom sector has ended. In this competitive and complex situation, NTCL and all its stables should focus more towards customers.

NTCL is a fully government-owned and government controlled organization. Government is looking toward to privatization of this organization and primary studies are being undertaken. However NTCL has been victimized indifferent political movements. Many valuable NTCL infrastructures are destroyed during ten years of Maoist insurgency. The present study intends to analyze and examine the impact of cash management in NTC. Furthermore this study has tried to answer following questions.

-) What types of cash management practices has been adopted by NTC?
-) What are the revenue generating practices of the NTC?
-) What is the situation of financial performance of the NTC?

-) What is the impact of cash management on profitability?
-) How the cash is mobilized in the NTC?

1.3 Objectives of the Study

The general objective of the study is to examine the cash management techniques adopted by the NTC. The specific objectives this study are as follows:-

-) To examine and critically analyze the existing cash management practices in the organization.
-) To assess and analyze the revenue generation practices of the organization.
-) To examine the financial performance of the organization.
-) To review the cash mobilization practices of the organization.

1.4 Significance of the Study

Cash management is one of the most important part of the business that deals by the management and official staffs of the organization. Cash management deals with the sources and uses of cash in the best way. At the present world for the individual people without cash there is question mark for existence and prosperous in the society. Every human economic activity depends on cash. For the business life its success and failure depends on sufficient availability and proper utilization of cash. To capture the opportunities hovering in the competitive business environment or to avoid the threats in the business path or to implement the business strategy there is required sufficient cash source. Cash is life blood for business life, so it should be managed properly. Cash management deals with finding the sources and utilization of the available sources tactfully. Public enterprises play significant role in the economy of the nation. Nepal telecom is a pioneering organization

in the communication sector of nation. The focus of the study is cash management of this organization.

The financial situation of the public enterprises is not encouraging at the present. Many PEs have been either bankrupt or closed due to inefficient of various resources management. Cash management is one of the vital part of the overall organization management. This organization only be benefited in the optimum level of cash balance. Hence, this study is significant to find out cash management techniques being adopted by PEs and then analyze its effectiveness, strength and weakness. This study aims to find out the importance and contribution of cash management in the organization's operations. It helps the management committee of NTCL to know the effect of cash management in their corporation's profit margin. It is also significant for the other public enterprises and researches. The study is also important for the private sector organizations.

1.5 Limitations of the Study

This study is mainly concerned with the cash management of NTC. The following are the main limitations of this study.

-) This study considers only those factors which are related to cash management of NTC.
-) This study based on secondary data.
-) This study covers the period of six years from 2063/64 to 2067/68.
-) This study assumes that the impact of political factors of the country such as change in government does not affect the financial decision.

1.6 Organization of the Study

This study has been organized in five chapters. They are:-

i. Introduction

This chapter concerns on the background of the study, focus of the study, significant of the study, statement of the problem, objective of the study, research methodology and limitations of the study.

ii. Review of Literature

This chapter deals with review of various books, journal, old dissertation, published and unpublished reports, articles and previous newspapers.

iii. Research Methodology

This chapter represents as a form of the tools to collect data, techniques for the study and analysis of data.

iv. Data Presentation and Analysis

In this chapter the acquired data are presented and analyzed through the way of designed methodology. Tables and diagrams are also presented to accomplish the research objectives. Major findings of the study are also included in this chapter.

v. Summary, Conclusion and Recommendation

This chapter will deal with the summary, conclusion and recommendations. In the final of this dissertation the bibliography and necessary annex are enclosed.

CHAPTER - II

REVIEW OF LITERATURE

Review of literature refers to the reviewing of the past studies in the concerned field. Such studies could be thesis/dissertations that are written earlier books, articles, journals or any sort of other publication concerning the subject matter, which were written prior by a person or an organization. The purpose of this literature review is to get acquainted with what has been accomplished in the concerned subject matter and what is yet to be accomplished. In other words it helps to find what actually is to be studied and foretell worthiness of the study being undertaken.

2.1 Conceptual Review

2.1.1 Meaning of Cash Management

The term “cash” is defined in various ways as per context. From an economist view point, cash is the means to satisfy human wants, whereas a lawyer states that cash is the legal tender of money issued by the government of the state. On the contrary, when it comes to the financial literature, cash is defined in yet another fashion that is totally different from earlier definitions.

The term cash which refers to cash management is used in two senses. In a narrow sense, it is used to cover cash (currency) and generally accepted equivalent of cash such as cheques, drafts and demand deposits in bank. The broader view of cash also includes near cash assets, such as marketable securities and time deposits in banks. The main characteristic of these is that they can be readily sold and converted into cash. They serve as reserve pool of liquidity that provides cash quick when needed. They also provide a short-term investment outlet for excess cash and are also useful for meeting planned outflows of funds. We employ the term cash management in a broader sense.

Irrespective of the form in which it is held, a distinguished feature of cash as an asset is that it has no earning power (Khan and Jain, 1972, 667).

It is cash, which keeps a business going. Hence, every enterprise has to hold necessary cash for its existence. In a business firm ultimately, a transaction results in either an inflow or outflow of cash. In an efficient managed business, static cash balance situation generally does not exist. Adequate supply of cash is necessary to meet the requirement of the business. Its shortage may stop the business operation and may degenerate a firm into a state of technical insolvency and even of liquidation. Though idle cash is sterile; its retention is not without cost. Holding of cash balance has an implicit cost in the form of its opportunity cost. According to J.M.Keyns The highest level of idle cash the greater is the cost of holding it in the manner of loss of interest, which could have been earned either by investing it and securities or by reducing the burden of interest charges by paying off the loans taken previously. If the level of cash balance is more than the desired level with the firm, it shows poor management of funds. Therefore, for its smooth running and maximum profitability, proper and effective cash management in a business is of paramount.”

The term ‘cash management’ is concerned with the management of current assets and current liabilities of the business, which is necessary for day to day operation. “Cash management is concerned with the decision regarding the short-term funds influencing overall profitability and risk involving in the firm. The management of cash has been regarded as one of the conditioning factors in the decision-making issues”. (Saksena, 1974; 31)

Cash is the most liquid asset, is of vital importance to the daily operations of business firm. “Cash is both beginning and end of the working capital cycle:

cash, inventories, receivable and cash. Its effective management is the key determinant of efficient working capital management. Cash like the blood stream in the human body gives vitality and strength to a business enterprise. The steady and healthy circulation of cash through out the entire business operation is the business solvency". (Kent, 1964; 128)

2.1.2 Efficiency of Cash Management

Cash use a number of functions as it makes payment possible. It serves to meet emergencies. But if cash is kept idle it contributes directly nothing to the earning of the corporation. As such corporation must adopt a policy that makes optimum cash management possible. The financial manager of the corporation should try to minimize the corporations holding of cash, while still maintaining enough to ensure payment of obligation. For improving the efficiency of cash management effective method of collection and disbursement should be adopted. Some methods for efficiency of cash management are briefly described below. (Shrestha, 1980, 625)

i. Speed collection

One method of optimum cash management is to speed collection from customers. Reducing the lag for gap between the times a customer pays his bill can accelerate cash collection and the time the cheque is collected and funds become available for use. Within this time gap, the delay is caused by the mailing time. The amounts of cheques sent by customers but not yet collected are called deposit float. The greater the deposit float, the longer the time taken in converting cheques into usable funds. There are mainly two techniques, which can be used to save mailing processing time, concentration banking and lock box system.

Concentration Banking

A large firm operating over wide geographical areas can speed up its collections by following a decentralized collection procedure. A decentralized collection procedure, called concentration banking in the USA, is a system of operating through a number of collection centers, instead of a single collection centre centralized at the firm's head office. The basic purpose of the decentralized collection is to minimize the lag between the mailing time from customers to firm and the time when the firm can make the use of funds. Under decentralized collection, the firm will have a large number of bank accounts operated in the areas where the firm has its branches. All branches may not have the collection centers. The selection of the collection centre will depend upon the volume of billing. The collection centres will be required to collect cheques from customers and deposit in their local bank accounts. The collection centre will transfer funds above some predetermined minimum to a central or concentration bank account, generally at the firms head office, each day a concentration bank is one where the firm has a major account-usually disbursement account. (Pandey, 1999; 775) Funds can be transferred to a central or concentration by wire transfer or telex or fax or electronic mail. Decentralized collection procedure is thus, useful way to reduce float.

Lock-Box System

Another technique of speeding up the mailing, processing and collection times which is quite popular in the USA and European countries is lock- box system. Some foreign banks in India have started providing this service to firms in India. In case of the concentration banking cheques are received by a collection centre and after processing, are deposited in the bank. Lock-box system helps the firm to eliminate the between receipt of cheques and their deposit in the bank. In a lock- box system, the firm establishes a number of collection centres, considering customer location and volume of remittance. At each centre, the firm hires a post office box and instructs its customers to

mail their remittances to the box. The firm's local bank is given the authority to pick up the remittances directly from the local- box. The bank picks up the mail several times a day and deposits the cheques in the firm's account. For the internal accounting purposes of the firm, the bank prepares detail records of the cheques picked up. (Pandey, 1999; 775)

ii. Delaying Disbursement

A part from speedy collection of account receivable the cash requirement can be reduced by slow disbursement of account payable. It may be recalled that a basic strategy of cash management is to delay payment as long as possible without impairing the credit rating of the firm. In fact slow disbursement represents a source of funds requiring no interest payments. Some techniques to delay payment are: avoidance of early payment, centralized disbursement, floats and accruable. Quick collection and slow disbursement accomplish the corporation with adequate cash in hand for longer periods. Effective control of disbursement cash results in a faster turnover of cash. (Shrestha, 1980;625).

Where the underlying objectives of collection are maximum acceleration, the objectives in disbursements are to slow them down as much as possible. (Van Horne, 1974; 426)

iii. Cash Velocity

Efficiency in the use of cash depends upon the cash velocity i.e. level of cash over a period of time.

$$\text{Cash Velocity} = \frac{\text{Annual Sales}}{\text{Average cash Balance}}$$

iv. Minimum Cash Balance

Corporations are required to keep a minimum cash balance requirement of a bank either for the service it render or in consideration of a lending arrangement.

v. Synchronized cash flows

Situation in which inflow coincides with outflows, thereby permitting a firm to hold transaction balance to a minimum.

vi. Using float

Cheque written by firm cannot deducted from bank records until they are actually received by the bank, possible matter of several days the lag between the times the cheque is written until the time the bank receives it is known as float.

vii. Transferring fund

A transferring fund is a system for moving funds among accounts at different banks. The main transfer mechanisms are depository transfer cheques (DTC), electronic depository transfer cheques (EDTC) and wire transfer.

viii. Overdraft system

A system whereby depositors may write cheques in excess of their balances with their banks automatically extend loans to cover the shortage. Most of the foreign countries use overdraft system.

2.1.3 Different Techniques of Cash Management.

i. Cash Planning

Cash planning can help to anticipate future cash flows and needs of the firm and reduces the possibility of idle cash balance and cash deficits. Cash

planning is a technique to plan and control the use of cash (pandey, 1999; 843).

It protects the financial condition of the firm by developing a projected cash statement from a forecast of expected cash inflows outflows for a given period. The forecast may be based on the present operations or the anticipated future operations. Cash plans are very crucial in developing the overall operating plans of the firm. Cash planning may be done on daily, weekly or monthly basis. The period and frequency of cash planning generally depends upon the size of the firm and philosophy of management.

ii. Cash Budget

Cash budget is the most significant device to plan for and control cash receipt and payment. A cash budget is a summary statement of the firms' expected cash inflows and outflows over a project time period. (Pandey, 1999;843) It gives information on the timing and magnitude of expected cash flows and cash balance over the projected period. This information helps the financial manager to determine the future cash needs of firm, plan for the financing of these needs and exercise control over the cash and liquidity of the firm.

The time horizon of a cash budget may differ firm to firm. Monthly cash budget may be prepared by a firm where business is affected by seasonal variations. Daily or weekly cash budgets should be prepared for determining cash requirements if cash flows show extreme fluctuations. Cash budget for a longer intervals may be prepared if cash flows are relatively stable.

Cash forecasting is needed to prepare cash budget. Cash forecasting may be done on short on long term basis.

iii. Short Term Cash Forecasting

Two most commonly used methods of short- term cash forecasting are as follows.

a) Receipts and Disbursements Method

Cash flow in and out most companies on a continuous basis, the prime aim of receipt and disbursement forecasts is to summaries these flows during a predetermined period. In case of those companies where each item of income and expense involves flow of cash, this method is favoured to keep a close control over cash.

b) Adjusted Net Income Method

This method of cash forecasting involves the tracing of working capital flows. It is sometimes called the sources and uses approach. Two objectives of the adjusted net income approach are: i) to project the company's need for cash at some future date and ii) to show where the company can generate this money internally, and if not, how much will have to be borrowed or raised in the capital market. It generally has three sections: Sources of cash, uses of cash and the adjusted cash balance. This procedure helps in adjusting estimated earnings on an accrual to cash basis. In preparing the adjusted net income forecasts items such as net income, depreciation, taxes, dividends etc. can easily be determined from the company's annual operating budget.

iv) Long Term Cash Forecasting

Long- term cash forecasting is prepared to give an idea of the company's financial requirements in distant future. Once a company has developed long-

term cash forecast, it can be used to evaluate the impact of say, new product developments or plant acquisitions on the firm's financial condition three, five or more years in the future. The major uses of long-term cash forecasts are:

-) It indicates as a company's future financial needs, especially for its working capital requirements.
-) It helps to evaluate proposed capital projects. It pin points the cash required to finance these projects as well as the cash to be generated by the company to support them.
-) It helps to improve corporate planning; long term cash forecast compels each division to plan for future and to formulate projects carefully. Long term cash forecasting reflects the impacted of growth, expansion or acquisitions; it also indicates financing problems arising from these developments.

2.1.4 Motives for Holding Cash

The firm holds cash for various motives' they are.

Transaction motive

The principal motive for holding cash is to conduct day to day operations. A cash balance associate with routine payments and collections like purchase of raw material, payment of wages, salaries, interest, dividends, taxes etc.

Compensating Balance

A cash balance that a firm must maintain with a bank to compensate the bank services rendered or for granting a loan. Firm often maintains bank balance in excess of transactions needs as a means of compensating for the various services. These balances are called compensating balance. Bank provides various services to the firm like payment to cheque, information of credit; loan etc. so, firm should maintain the compensating balance.

Precautionary Motive

A cash balance held in reserve for random, unforeseen fluctuation in cash inflows and outflows, for example-flood, strike, inefficiency in collection of debtors, cancellation of order, failure of important customers, sharp increase in cost raw materials etc.

Speculative Motive

A cash balance that is held to enable the firm to purchase that might arise. For example- purchasing of raw material at a reduced price on payment of immediate cash falls in price of shares and securities, purchasing at favourable price (Thapa, 2059; 102).

2.1.5 Techniques for Improving Cash Flow

Planning the cash flows of a company should include consideration of how to improve cash flow. Improving cash flow basically involves increasing the amount of available cash on a day-to-day basis. To accomplish this objective the management should focus on following techniques:

Cash Collection Process

The management should increase the efficiency on cash collection process. Some ways often used to improve the efficiency of the cash collection process are as follows:

-) Review the lag from the date of sale of goods and service on credit to the mailing of invoice and the first billing.
-) The cash discount are given to customers for early payment; review their effect on really cash collections and whether the discount is too high or low.

-) Review the credit granting process to determine whether bad credit risks are being screened out.
-) The float lag can be minimized by using a lock box system or by establishing the bank account in outlying areas or by decreasing cheque processing time or by promoting timely frequent billing on all receivables.

Cash Payment Process

The company could make effective payment process through delay payment of the cash as possible. Some techniques can be used to improve efficiency of cash payment process are as follows:

-) All payment is on latest no penalty day.
-) Maximize the float time by using cheque and mostly on afternoon of Friday.
-) Cash discount should be taken for early payment.
-) Cash advance should not given for any purpose.

Investment Policies

The investment policies for the immediate investment of idle cash balance to maximize interest earnings. The company should develop a specific policy about the investment of temporarily idle cash.

2.1.6 Approaches Used to Develop Cash Budget

Following two approaches are used to develop cash budget:

Cash Receipts and Disbursement Approach

Cash receipt and disbursement approach is also called direct or cash-account method. This method is based on a detailed analysis of the increases and decreases in the budgeted cash account that will reflect all cash inflows and

outflows from such budgets are sales expenses and capital expenditure. This approach is often used for short-term cash planning as a part of annual profit plan is used.

Financial Accounting Approach

Financial accounting approach is useful for making long range cash projection. It is also called indirect or income approach. This approach requires less supporting detail and provides about the cash inflows and outflows. The starting point of this approach is planned net income and it is converted from accrual basis to a cash basis.

2.1.7 Determining the Optimum Cash Balance

Financial manager's responsibilities are to maintain a sound liquidity position of the firm. So that dues may be settled in time. The firms need cash not only to purchases raw materials and pay wages but also for payment of dividends interest, taxes and countless other purposes. The test of liquidity is really the availability of cash to meet the firm obligating when they become due thus the cash balance is maintained for transaction purpose and an additional amount may be maintained as a safety stock. The financial manager should determine the appropriate amount of cash balance. A trade of between risk and return influences such a decision. If the firm maintains a small cash balance, its liquidity position become weak and suffers from a capacity of cash to make payment. But investing released funds in some profitable opportunities can attain a higher profitability. If the firm maintains a high level of cash balance it will have a sound liquidity position. Thus the firm should maintain an optimum cash balance, to find out the optimum cash balance the transaction cost and risks of too small a balance should be matched with the opportunity costs of too large a balance.

2.1.8 Cash Management Models

The analytical models for cash management are as follows:

- a) Baumol Model
- b) Miller-Orr model

a) Baumol model

William Baumol developed a basic inventory model to cash management. In this model it is assumed that the firm on average is growing and is a net user of cash. Marketable securities represent buffer stock between episodes of external financing, which is drawn down as required periodically. Ordering costs are represented by the clerical and transactions cost of making transfers between the investment portfolio and the cash account. The holding cost is the interest foregone on cash balance held. Assuming that expenditures occur evenly over time and that cash replenishments come in lump-sums at periodic intervals the optimal size of the cash transfer is formulated as follows

$$C^* = \sqrt{\frac{2bt}{i}}$$

Where,

C*= the optimal size of the cash transfer

t= the total cash uses for the period of time include.

b=the cost of transaction in purchase or sales of marketable Securities.

i = the applicable interest rate on marketable securities.

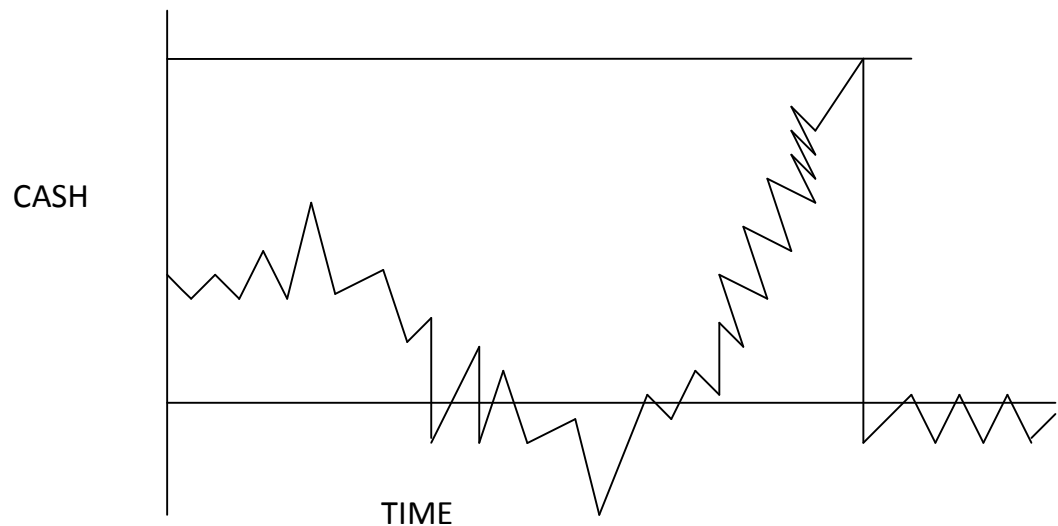
(Western and Copland, 2000; 784).

b) Miller – Orr Model

Miller and Orr incorporated stochastic nature of cash flows in their model. According to this model the cash flow is completely stochastic. the cash balance is adjusted to optimal return point Z when the cash balance touches zero or the optimal upper limit h. that is, when the cash balance touches zero an amount equal to OZ will be converted from liquid assets to cash. When the

cash balance touches h an amount hz will be invested in liquid asset and the cash balance will be brought to oz .

Figure 2.1
Graphical presentation of Miller Orr Model of cash balance



Under certain assumptions about the distribution of the cash flows they have established that

$$h = 3z$$

and the optimal value of z is given by

$$z = \frac{3r^2}{4c}$$

Where,

r is average yield of the alternate liquid asset.

σ^2 is the variance of net cash flow .

C is the cost per transfer from cash to alternate asset and vice versa.

This model like Baumal's model assumes transfer cost independent of the amount of transfer and direction. Again, the extreme assumption that net cash flows are completely stochastic may not be true on many occasions (Kuchhal, 1998; 177).

2.1.9 Cash Management Objectives

Khan and Jain have expressed the basic objective of cash management are two fold:-

a) To Meet the Cash Disbursement Need (Payment Schedule):-

In course of daily business transaction, a firm has to make payments of cash to suppliers, employees and others. Likewise, cash balances are also collected through various debtors. To meet the payment schedules, a firm should maintain an adequate amount of cash balance. The advantages of maintaining adequate cash balance are:

-) It prevents insolvency or bankruptcy arising out of the inability of a firm to meet its obligation,
-) The relationship with the bank is not strained,
-) It helps in fostering good relations with trade creditors and suppliers of raw materials, as prompt payment may help their own cash management,
-) A trade discount can be availed of discount can be availed of if payment is made within the due date,
-) It leads to a strong credit rating which enables the firm to purchased goods on favorable terms and to maintain its line of credit,
-) To take advantage of favorable business opportunities that may be available periodically and
-) Finally, the firm can meet unanticipated cash expenditure with minimum of strain during emergencies, such as strikes, fires or a new marketing campaign by competitors (Khan and Jain, 1974; 667).

b) To Minimize Funds Committed to Cash Balance:-

The next objective of cash is to curtail cash balance so that excess cash do not remain idle incurring a high cost. The latter objective sound contradictory in

relation with the former. The firm should hold cash balance to meet payment schedules, however such balance should not exceed the sufficiency level. If there is more than required amount of cash balance, cash as an asset has no earning capacity, and thus it is disadvantageous for the firm in the sense that the unused portion of cash could have earned some profit if invested in other in alternatives of business. However, if there were deficit in cash balance, the firm would starve of meeting payment schedules leading into serious problem. So the core objective of cash management is that the business firm should have optimum level of cash or near-cash assets (Khan and Jain, 1974; 667).

2.2.10 Review of Related Thesis and Publication

In this section the review of thesis relating to cash management have been considered. It encompasses a combined effort of entire researcher. The main objective of this part is to analyze the previous research study. An attempt is made here to review some of the research work works submitted are as follows:-

a) Mr. Bijaya Pradhan (1997) has conducted a research on the topic “A study on cash management of salt trading corporation limited”. His main objective of the study is to examine the management of cash in STCL.

Under this main objective, he has set the following specific objectives.

-) To study the existing cash management system in STCL.
-) To access the credit policy adopted in STCL.
-) To expand few suggestions on the basis of above analysis to improve the cash management in future

To find the above objectives, he has conducted a research of six years periods under consideration from FY 2047/48 to FY 2052/53. he has used both primary and secondary data. Primary data were collected from questionnaire;

interview and secondary data were collected from financial statements of STCL.

After his brief study, he has found the following condition of STCL.

-) The STCL could not make the best use of available cash balance prudently.
-) The cash collection efficiency in the corporation is very low.
-) The collection of trade credit in the corporation is low during the three years of study period.
-) No, optimum cash balance is maintained.

On the basis of above findings, it is suggested to adopted the following Recommendation for better management of cash.

-) Cash should be efficiently managed.
-) Monthly trial balance, cash and funds flow statement and financial report should be prepared.
-) Effective account receivable management should be designed.
-) Effective credit policy should be adopted.
-) Optimum cash balance should be maintained.
-) The surplus cash balance should be maintained
-) The surplus cash should be invested in profitable opportunities.

b) Mr. Dipendra Kumar Neupane (2001) has conducted a research on topic, "A study on profit planning in Nepal Tele-Communication Ltd".

The main objectives of the study were:-

-) To examine the practices an effectiveness of profit planning in NTC.
-) To examine the present comprehensive profit planning system applied by NTC.

-) To analyze the various functions, plan formulated and implemented in NTC.
-) To analyze the financial position of NTCL by the help of ratio analysis.

The main findings are as follows:-

-) Lack of systematic profit planning and control. Plans are prepared on “ad hoc” basis.
-) Actual production lines are more variable than budgeted production line.
-) Overhead expenses are not classified systematically and it creates problem to analyze its expenses properly.
-) Financial analysis shows that the financial performance of NTCL is not so good during the study period.
-) Profit pattern of NTCL is on increasing trend.

The recommendations are as follows:-

-) Long-term objectives should be clearly formulated.
-) Sales budget should be made on realistic ground.
-) Management of NTCL should bring the effective programs of cost reduction and control.
-) Profit planning concept should be communicated top to lower level.
-) Variance analysis should be effective.

c) Mr. Bishwash Shrestha (2005) has conducted a research on the topic, Cash Management in Public Manufacturing Enterprises of Nepal, **“A case study of Royal Drugs Limited.”** His major objective is to examine the management of cash in Royal Drugs Limited. The other objectives of this study are as given below:-

-) To make the analysis of cash flow of RDL.

-) To examine the liquidity position of RDL.
-) To analyze the cash budgeting practice
-) Critically analyze the cash management practice.
-) Large portion of RDL's current assets has been tied-up in the most illiquid asset, i.e. inventory.
-) Current assets and quick assets are not being maintained in accordance with current liabilities.

After analysis of above findings, he had suggested to adopt the following recommendation for better cash management.

-) Recommend to maintain optimum cash balance every year.
-) Recommend to prepare cash flow statement.
-) Recommend not tie-up current assets in unsalesable inventories
-) Maintain optimum current assets variables and current liabilities every year.
-) Use extensively financial and statistical tools as per required.

d) Mr. Tikaram Ghimire (2007) conducted a research on the topic "Cash Management, A case study of Gorakhkali Rubber Udhog Limited."

In his study he has set the research problem: what policy is taken for cash management of the company? What system is adopting the company for collection and disbursement of cash? Average collection period is satisfactory or not? What position exists in holding of cash to transaction motives? The cash management system which is adopted by the company is well or not?

The main objectives of the study were:-

-) To present overall cash condition of GRUL.
-) To study the existing cash management system of GRUL.
-) To analyze the cash collection and disbursement system adopted GRUL.
-) To analyze the cash management policy adopted in GRUL.

After his study he has found the following findings:-

-) The company's capacity utilization is about 50%.
-) The industry has been facing the problem of skilled manpower.
-) The main sources of cash of the GRUL are sales of products and loan.
-) The industry sales its products in cash and in credit basis.
-) The company maintained optimum cash balance.
-) Cash turnover ratio is low which indicates low collection efficiency of the industry.

e) The other thesis reviewed was presented by **Mr.Rishi Raj Joshi** (2008), entitled "**Cash Management of Public Enterprises in Nepal**" (A case study of Salt Trading Corporation Limited).

The main objectives of the study were:-

-) To examine practices used to control cash in STC Ltd.
-) To analyze liquidity position, profitability position and relation between different variables.
-) To examine and analyze cash flow statement and cash budgeting practices used by the STC Ltd.
-) To provide suitable recommendation to improve the cash management system in STC Ltd.

The main findings of the study were:-

-) The main sources of cash of STCL are sales revenue and loan from the loan from the bank.
-) There is lack of proper planning, budgeting and forecasting. There is absence of any formalized system of cash planning and cash budgeting in STCL.
-) The corporation has not exercised the modern techniques to debt collection, monitoring the payment behaviour of customers etc.

-) The corporation has not maintained optimum cash balance. The cash and bank balance with respect to current assets has been fluctuating trend similar to the case with respect to the total assets.

f) Bhuwan Raj Chataut (2010) “Cash management In Nepal Telecom” described about cash management of Nepal Telecom. The major objective of the study is to examine the management of cash in NTC.

The basis objectives are as follows:

-) To observe devices of planning and control of cash in NT.
-) To examine the existing internal control policy in NT regarding cash control practices.
-) To identify the shortage or excess of cash in the company and the procedures of financing for the shortage and investment of excess cash.
-) To study the liquidity position the company.

The findings of the study as follows

-) To meet operating expenses, 25% of actual annual expenses can be provided as advance budget in case the budget is not approved.
-) Deposits from customer of other parties received time to time should be deposited in deposit account.
-) In regards of account operation, transaction should be done with Nepal Rastra Bank of other commercial banks as recommended by committee.
-) Telecom offices should transfer the income amount from office fund account to central fund account keeping minimum balance amount in their offices.

CHAPTER - III

RESEARCH METHODOLOGY

Introduction

Research is the systematic and organized effort to investigate a specific problem that needs a solution. Research methodology refers to the various sequential steps to be adopted by a researcher in studying a problem with the certain objects in view to get the conclusion. The objective of this research work is to find out the answer of the questions.

The methodology, which has been used in this study, consists of research design, nature and sources of data, data gathering procedure and the analytical tools etc.

3.1 Research Design

The research design refers on overall framework or plan for the collection and analysis of data. It also refers to the systematic framework under which the research is conducted. The research design serves as a framework for study, guiding the collection and analysis of data. The research design focuses on the data, collection methods, the research instruments utilized and the sampling plan to be followed. It is planned structure and the strategy for research investigation. It involves selecting the most appropriate methods or techniques to solve the particular problems under the investigation. This research has followed the descriptive as well as analytical approach to achieve the objective.

3.2 Population and Sample

Public enterprises in Nepal had been established in various sectors for the development of the country. There are 36 government owned organizations, which are operating at present. These are the population of the study. As study of each and every enterprises is not possible, so Nepal Telecom Limited which belongs to public utility and social sector has been selected as sample using judgmental basis.

3.3 Nature and Sources of Data

True and fact information are necessary for the reliability and effectiveness of research work as information is the lifeblood for any research work. For this study different techniques and procedure have been adopted to collect necessary information and data. The study is based on secondary data.

3.4 Data Analysis Tools

Collection data is the connecting link to the world of reality for the researcher. The data collection in raw and crude form are managed, arranged, analyzed and presented in proper tables and formats are interpreted. To analyze the collected data, basically two types of tools are used.

3.4.1 Financial Tools for Analysis

i. Analysis of Cash Turnover

The cash turnover ratio explains how quickly the cash received from the sales; in other words it measures the speed with which cash moves through an enterprise's operation. Cash turnover ratio is obtained by following formula:-

$$\text{Cash turnover} = \frac{\text{Sales}}{\text{Cash in Hand/at Bank}}$$

ii. Analysis of Current Ratio

This ratio examines the liquidity position of the company. It examines the position of the company as to its holding of current assets against its current liabilities. Higher ratio indicates satisfactory position and vice versa. However, too high ratio is indication of poor cash management indicating high inventory and poor credit management.

The ideal current ratio is 2:1 however for a public enterprise, the ratio tends to be little lower than 2:1, as these enterprises generally require very little current assets. But never the less any company should maintain this ratio above 1:1, since ratio lower than this definitely indicates poor liquidity position.

The ratio computed as follows

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

iii. Analysis of Quick ratio or Acid Test Ratio

This ratio establishes a relationship between quick or liquid assets and current liabilities. An asset is liquid if it can be converted into cash immediately or reasonably soon without a loss value the quick ratio is found by dividing quick assets by current liabilities.

$$\text{Quick ratio} = \frac{\text{Current Assets} - \text{Inventories}}{\text{Current Liabilities}}$$

Hence, inventories are considered to be less liquid. The standard quick ratio is 1:1.

iv) Receivables /Debtors Turnover Ratio

Receivable turnover ratio gives an idea as to how quickly receivables are converted into cash. The ratio can be computed as follows:-

$$\text{Receivable turnover (in time)} = \frac{\text{Sales}}{\text{Receivable}}$$

Along with this ratio, average collection period of receivables is also calculated. Shorter average collection period refers to good credit management and vice versa. But too short collection period suggests that the company has very rigid credit policy and thus sales curtail would be the consequences.

The average collection period can be calculated as follows.

$$\text{Average Collection Period} = \frac{\text{Days in a year}}{\text{Receivable Turnover in Time}}$$

v) Inventory (stock) Turnover Ratio

Inventory turnover ratio gives idea on how quickly inventory is converted into sales. Following formula is used to calculate inventory turnover ratio

vi) Cash and Bank Balance to Account Receivable

This ratio measures the cash and bank balance in relation with account receivables of the firm. Higher ratio refers to sound liquidity position and vice versa. However, too high ratio indicates that the business dealing are restricted to only those parties making quick payments, thereby limiting its scope of sales volume.

It is computed by

$$\text{Cash Balance to Account Receivable} \times \frac{\text{Cash and bank}}{\text{Account Receivable}}$$

vii) Cash and Bank Balance to Current Assets

This is also supportive to analyze the liquidity position of the firm. It measures the proportion of cash and bank balance, the most liquid asset in the total current assets. Higher ratio implies sound liquidity position and vice versa. Following formula is used to calculate cash and bank balance to current assets.

$$\text{Cash and Bank Balance to Current Assets} \times \frac{\text{Cash on Bank}}{\text{Current assets}}$$

viii) Cash and Bank Balance to Current Liabilities

It calculates the cash balance available with the firm to make payment of current liabilities. Normally high ratio indicates good liquidity, too high and too low ratios are unfavorable for the firm. Since too high indicates excess cash balance and too low ratio means the firm unable to meet current liabilities. Following formula is used to compute cash and bank balance to current liabilities ratio.

$$\text{Cash to Current Liabilities} \times \frac{\text{Cash and Bank}}{\text{Current Liabilities}}$$

ix) Net Profit Margin Ratio

This ratio shows the profitability position of a firm. Higher ratio indicates high profitability and vice versa. In simple terms, this ratio gives the percent profit or loss with respect to its sales. Net profit margin ratio is calculated using the following formula.

$$\text{Net Profit Margin Ratio} \times \frac{\text{Net profit After Tax}}{\text{Sales}}$$

x) Return on Working Capital Ratio

The ratio indicates the proportion or current assets employed to earn the profit amount. Higher ratio is favorable and vice versa.

The formula is:

Return on Working capital Ratio $X \frac{\text{Net Profit After Tax}}{\text{Current Assets}}$

xi) Net Profit After Tax to Quick Assets Ratio

This ratio also examines profitability of a firm; analyses proportion of quick assets in earning the profit amount.

Formula:

Net Profit After Tax to Quick Assets $X \frac{\text{Net Profit After Tax}}{\text{Quick Assets}}$

3.4.2 Statistical Tools for Analysis

i) Karl Pearson's Coefficient of Correlation $(r) = \frac{xy}{\sqrt{x^2} \sqrt{y^2}}$

If two variables (Say x and y) vary such that change in one variable results the change in other, then these two variables are said to be correlated. Such correlations may be positively correlated, if increases in X results increases in Y and decreases in X follows decrease in Y. Likewise, such correlations are said to be negatively correlated, if increases in X results decrease in Y and decrease in X follows increase in Y.

Correlation analysis refers to the statistical technique, which measures the degree of relationship or association between the variables. To put it differently, it helps in analyzing the co-variation of two or more variables.

It is to be noted that a high degree of correlation between two variables doesn't always necessarily imply that changes in one variation cause changes in the other, i.e. correlation doesn't necessarily imply causation while causation always implies correlation.

Out of the several methods of computing correlation, Karl Pearson's coefficient of correlation is one of the best and popular methods. Karl Pearson's coefficient of correlation (r) measures the degree of association between the two variables suppose X and Y given by

$$r = \frac{\sum xy}{\sqrt{\sum x^2} \sqrt{\sum y^2}}$$

Where,

r = Karl Pearson's coefficient of correlation between X and Y

$$x = (X - \bar{X})$$

$$y = (Y - \bar{Y})$$

And,

$$\bar{X} = \frac{\sum X}{N}$$

N = No. of years/time period.

The value of r lies between +1.00 to -1.00

Value of +1 refers to highly positive correlation between the variables. i.e. one variable is directly proportional to another and vice versa.

Value of -1 refers to highly negative correlation between the variables, i.e. one variable is indirectly proportional to another, or in other words, increase in one variable leads to decrease in another variables and vice versa.

Likewise, value nearer zero '0' refers, there is no association between the variables, i.e. increase or decrease in one variable results no impact on another variable and vice-versa.

Together with Karl Pearson coefficient of correlation, probable error (P.E.) of the correlation coefficient is also computed. The probable error is used to

measure the reliability and test of significance of correlation coefficient. It is calculated by the following formula: $P.E. \times 0.6745 \frac{1 - r^2}{\sqrt{N}}$

Where,

r = the value of correlation coefficient.

N=number of pairs of observation.

P.E. = Probable error of correlation coefficient.

P.E. is used in interpretation whether the calculated value of r is significant or not.

i) If $r < P.E.$, it is insignificant, i.e. there is no evidence of correlation.

ii) If $r > 6 P.E.$, it is significant; Practically the correlation is certain.

iii) If $PE < r < 6(PE)$ nothing can be calculated.

ii) Standard Deviation (S.D.)

$$S.D. (\sigma) = \sqrt{\frac{\sum d^2}{N} - \frac{(\sum d)^2}{N^2}}$$

Standard Deviation (S.D.) measures scatterness, spreadness or variation and provides idea of homogeneity or heterogeneity of the distribution out of various method of studying dispersion such as Range, Inter quartile range and Quartile deviation, mean deviation, standard deviation and variance, Lorenz curve. The most popular methods are the standard deviation and variance method. Standard deviation is represented by the symbol sigma 'σ' and is calculated by this formula.

$$S.D. (\sigma) = \sqrt{\frac{\sum x^2}{N} - \frac{(\sum x)^2}{N^2}} = \sqrt{\frac{\sum d^2}{N} - \frac{(\sum d)^2}{N^2}}$$

Where,

$\sum x$ = $\sum X - N\bar{X}$

N = Number of years/observations/time period

Along with standard deviation, coefficient of variation (C.V.) is also computed. Coefficient of variation is the relative measure based on standard deviation and is defined as the ratio of standard deviation to the mean expressed in percent.

Coefficient of Variation (C.V) is given by

$$\text{C.V.} = \frac{s}{\bar{X}} \times 100$$

Low economic growth rate, growing unemployment and poverty etc. are main problems of the country. These problems can be reduced through mobilizing all kinds of available resources. Nepal has adopted mixed economy to develop nation through participation of both private as well as public sector.

Nepalese main source of income is agriculture sector. More than 80% of the total population depends on the agriculture sector. Economic development of the country is easy through development of this agriculture sector (Ghimire, 2004; 187).

Most of people are living in the rural areas and are below the line of poverty. Though agriculture is main stay of Nepalese economy, only this sector is handicapped, so the nation should also emphasize other industrial and commercial areas.

Like other developing countries in the world, the government of Nepal has also taken public enterprises as a means of economic development of the country, after the introduction of first plan in 1956. The rationale behind the establishment of such enterprises is to carry the programs set in the economic plan for economic development, which makes the country self sufficient ultimately. Due to lack of infrastructure, lack of skilled man power, investment problem, unwillingness to bear the risk of private sector,

unbalance development of the country were the reasons behind the emergence of public sector.

CHAPTER - IV

PRESENTATION AND ANALYSIS OF DATA

The main purpose of this chapter is to introduce the method of interpretation of the data to fulfill the research objective. The raw data collected from the literature review and through review of various financial statement of Nepal telecom limited, were organized and presented in the form of tables, charts, diagrams, appropriate statistical and financial tools were applied to the data to draw valid conclusions.

Thus, the main purpose of this study is to highlight the cash management system in the non-manufacturing public enterprises. For this reason, Nepal telecommunication limited has been reason, Nepal telecommunication limited has been randomly selected from the study. To accomplish these objectives, this chapter gives a detailed analysis the various aspects of cash management as prevailed in the organization. Specially, the study covers the period of 5 years fiscal years from 2063/64 to 2067/068.

4.1 Analysis of Liquidity Position

4.1.1 Analysis of Cash and Bank Balance

Management of cash is a critical task of management. Cash management ensures optimum cash balance holding. The cash refers to cash in hand, cash at bank and cash in transit, near cash assets such as marketable securities and time deposit in bank. Table 4.1 show the amount of cash and Bank balance at the end of each fiscal year under study. The ending balance of cash is compared with proceeding year to analyze the fluctuation.

Table 4.1
Actual Cash and Bank Balance and Variations

(Rs. in Hundred Million)

Fiscal Year	Cash and Bank	Increase (Decrease%)
2062/63	124.48	-
2063/64	95.74	(23.08)%
2064/65	120.21	25.55%
2065/66	147.46	22.66%
2066/67	161.34	9.41%
2067/68	181.91	12.75%

Source: Annual Report of NTCL

Above table 4.1 shows the amount of cash and bank balance of NTCL during the period under study. The cash balance of each fiscal year and has been compared to preceding year to analyze fluctuations. Beginning from the year 2062/63, the corporation has an increasing trend in overall the year 2067/68. In fiscal year 2062/63 the cash balance of company was Rs. 124.48 hundred million, which decreasing ratio by 23.08% to Rs. 95.74 hundred million in the year 2063/64. In FY 2064/65 increase ratio is 25.55% to 120.21 hundred million. In FY 2065/66, 2066/67 and 2067/68 the increasing ratio is 22.66%, 9.41% and 12.75% respectively.

Hence to calculate this interpretation it can be said that NTCL has satisfactory liquidity position and it has maintained proper cash and bank balances.

4.1.2 Analysis of Dispersion of Cash and Bank Balance

Table 4.2 shows the dispersion in the cash balance at the year ends under study. Standard deviation is the measures of dispersion used for the analysis.

Table 4.2
Dispersion and coefficient of variance

Standard deviation	Coefficient of variance(C.V.)
30.36	21.48%

Standard deviation of cash balance shows that the company has been holding satisfactory cash balance. The cash balance held one sometimes increasing ratio is high and sometimes is low. Computed S.D. has been found Rs. 30.36 hundred million, which indicates the fluctuation pattern of cash balance.

Lower C.V. indicates higher consistency or higher homogeneity or highly stable cash balance, whereas higher. C.V. indicated just the opposite. C.V. 21.48% definitely signifies that the homogeneity on holding cash balance of NTCL is not stable.

4.1.3 Analysis of Cash Turnover Ratio/Sales to Cash and Bank Balance

The cash balance of the company should be optimum to meet its current obligations in course of daily business transaction. The cash turnover ratio explains how quickly the cash is received from the sales, or in other words it measures the speed with which cash move through an enterprise's operation.

The ratio shows the number of cash balance turnover during the year. Higher ratio represents sound liquidity and vice versa. However, too high ratio indicates excess cash balance being held idle.

Table 4.3
Analysis of Cash Turnover Ratio

(Rs. in Hundred million)

F.Y.	Sales	Cash and Bank	Ratio
2063/64	85.84	95.74	0.896
2064/65	104.13	1221	0.866
2065/66	139.67	147.46	0.947
2066/67	171.05	161.34	1.06
2067/68	207.39	181.91	1.14

Total	708.08	706.66	4.909
Average	141.62	141.332	0.9818

Source: Annual Report of NTCL

Table 4.3 shows that the highest cash turnover ratio is 1.14 times in the fiscal year 2067/68. The average turnover ratio is 0.9818 times and the lowest turnover ratio in the year 2064/65 is 0.866 times. This table shows that cash turnover time in the corporation is not consistent.

4.1.4 Analysis of Correlation between Sales and Cash and Bank Balance

The cash balance held at the end of fiscal year could fluctuate in relation to fluctuation in other variables. But in general sales grow higher, the cash balance held tend to be higher too, and vice versa. It means the cash balance held and sales volume is positively correlated. The following statistical analysis shows if the company has been following the general rule or not.

Table 4.4
Correlation Between Sales and Cash and Bank Balance

Correlation (r)	Probable error (P.E.)
0.983	0.01016

Above calculated correlation shows high degree of positive correlation between sales volume and cash Balance. The correlation coefficient 0.983 is practically significant, which is nearer to 1 to test the measurement of reliability of the correlation coefficient (C.V.) the probable error can be shown as below:

Now, if $r > 6$ (P.E.) it is indicative of statistically significant positive correlation. The upper and lower limit within which the correlation coefficient expected to lie are given by:

$$\text{Upper limit} = r + \text{P.E.} = 0.89 + 0.01016 = 0.99316$$

$$\text{Lower limit} = r - \text{P.E.} = 0.98 - 0.01016 = 0.97284$$

So the coefficient of correlation expected to lie between 0.99316 and 0.97284.

4.2 Analysis of Liquidity Relation between its Variables

Liquidity Ratio Measures the firm's ability to meet current obligations. It reflects the short-term financial strength of the business. If firm has adequate liquidity position, the short-term creditors are interested in such firm as a result the firm can fulfill its short-term requirements readily. But too much liquidity position indicates the mismanagement of liquid assets. The liquidity position can be analysed with the help of current ratio and quick ratio as follow.

4.2.1 Analysis of Current Ratio (Current Assets to Current Liabilities)

The current ratio of NTC can be traced below:

Table 4.5
Current Assets, Current Liabilities and Current Ratio

(Rs. in Hundred Million)

Fiscal Year	Current Assets	Current Liabilities	Ratio (times)
2063/64	205.98	147.22	1.399
2064/65	225.26	156.65	1.437
2065/66	235.19	156.75	1.5
2066/67	241.80	150.14	1.61
2067/68	288.75	124.06	2.327
Total	1196.98	734.84	8.273
Average	239.39	146.96	1.65

Sources: Annual Report of NTCL

Current Liabilities = Current Liabilities + Provision

Completed current Ratio shows that the firm did not get any scarcity of the short-term settlement during the last 5 years period. The ratio of 1.65 times on an average indicates that the corporation has current Assets of Rs. 1.65 for the liabilities of Rs. 1. NTCL is able to pay its current liabilities at the time of requirement but the rule of thumb says that the current ratio should be at least two, that is the current assets meet current liabilities at least twice company has much more idle capital. To conclude this interpretation it can be said that NTCL is facing the problem of payment.

4.2.2 Analysis of Acid test or quick Ratio or Quick Assets to Current Liabilities

The Acid test ratio shows the relation between quick assets and current liabilities. This ratio conveys the most precise information on liquidity position of a firm, since it excludes the inventory, the least liquid assets from the current Assets and compares it with current liabilities. Inventory is less liquid because it requires certain time to get convert into cash. Quick ratio measures the capacity of firm to meet its current liabilities quickly. It is computed dividing quick assets by current liabilities.

Table 4.6
Quick Asset, Current Liabilities and Quick/Acid Test Ratio

(Rs. in hundred Million)

Fiscal Year	Quick Assets	Current Liabilities	Ratio QA/CL
2063/64	202.88	147.22	1.37
2064/65	221.97	156.65	1.41
2065/66	231.92	156.75	1.47
2066/67	237.64	150.14	1.58
2067/68	286.57	124.6	2.31
Total	1180.98	734.84	8.14
Average	236.196	146.96	1.628

Sources: Annual Report of NTCL

Quick Assets = current Assets – Inventory

The standard quick ratio is 1:1 observing the figures in table no. 4.6, to conclude that the ratio obtained are satisfactory for the all fiscal years however, ratios for all fiscal years have above the standard ratio and as such liquidity position creates the harmful situation for the company because there is possibility of misutilization of cash.

Overall the liquidity position is satisfactory through the ratio of increasing moderately. The average the ratio of fluctuates moderately. The average ratio is 1.628 higher than conventionally accepted ratio of 1:1 and thus it is satisfactory

Besides Analysis of quick ratio correlation between quick assets and current liabilities is also analyzed. Normally, relation between these two should be significantly positively correlated.

The correlation coefficient between Q.A and C.L has been identified to be $r = 0.992$ It means very high positive correlated between Q.A and C.L $r = 0.9902 > 6(P.E) = 0.2884$. It is indicative of spastically significant positive correlation.

Therefore, this correlation analysis indicated that the company has been significantly increasing its quick assets accordingly with increase in current liabilities and vice versa.

4.3 Analysis of Profitability Position

A Company should earn profit to service and growth over a long period of time. Profit is essential but it would be wrong to assume that every action initiated by management of company should be aimed at Maximizing profit, irrespective of social consequence. It is fact that sufficient profits must be earned to sustain the operation of the business to be able to obtain funds

from investors for expending and growth and contribute towards the social overheads for the welfare of the society.

Profit is the difference between revenues and expenses over a period of time. Profit is the ultimate output of company, and it will have no future if it fails to make sufficient profit. Therefore the financial manager should continuously evaluate the efficiency of its company in term of profit. The profitability ratios are calculated to measure the operating efficiency and owners are also inherited in the profitability of the firm (Pandey, 1999: 124).

4.3.1 Analysis of Net Profit Margin Ratio

Net profit margin ratio measures the relationship between net profits and sales of a firm. It high profit Margin indicates adequate return to the firm and thus enables with standing in adverse economic situation when sales price is declining, cost of production is rising and demand for the product is failing allow profit margin show just the opposites. Net profit margin ratio is computed by dividing net profit After tax by sales.

Table 4.7
Analysis of Net profit Margin Ratio

(Rs in Hundred Million)

Fiscal Year	Net Profit After (Loss)	Sales	Ratio (%)
2063/64	35.42	85.84	41.26%
2064/65	49.36	104.13	47.4%
2065/66	56.52	139.67	40.46%
2066/67	79.42	171.05	46.43%
2067/68	101.78	207.39	49.07%
Total	322.5	708.08	-
Average	64.5	141.62	44.924%

Sources: Annual Report of NTCL

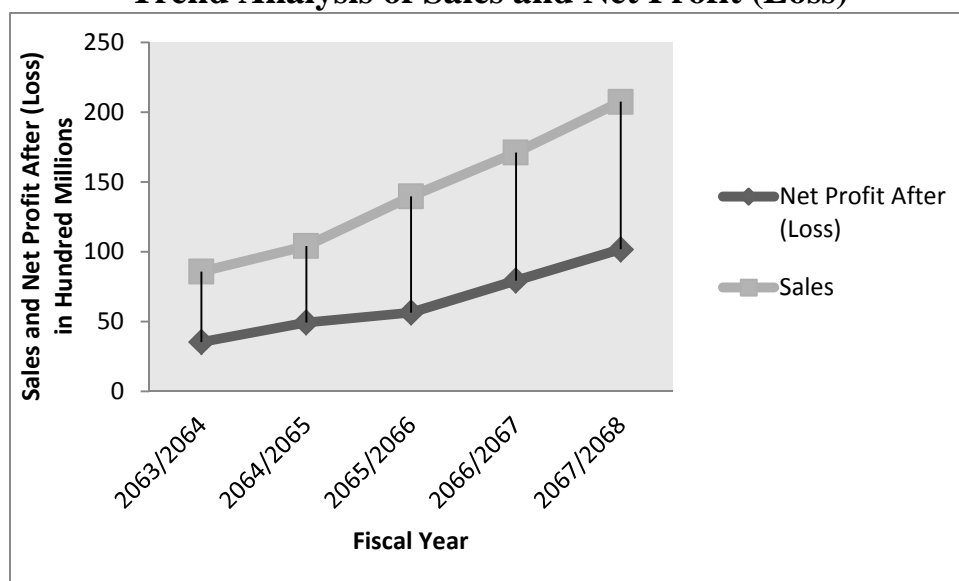
The analysis showed that the company has been operating under profit in all of the fiscal years.

It shows the NTCL has good condition in profitability position. Noticeable in the F.Y. 2067/68 the net profit margin ratio 49.07%, which is highly significant. It means net sales 207.39 which is higher than net profit. Similarly, net profit margin ratio is 41.26%, 47.4%, 40.46% and 46.43% in the fiscal year 2063/64, 2064/65, 2065/66 and 2066/67 respectively.

Overall the company has been operating under profit and it is in fluctuating trend. The average net profit Margin has been calculated 44.924%.

The above table shows that the NTCL has best condition in sales and net profit because it has earned profit in each fiscal year and sales has been increasing trend. This figure represented in graph.

Figure 4.1
Trend Analysis of Sales and Net Profit (Loss)



The above figure shows that sales and profit of NTCL. The figure indicates that the sales and net profit are increasing ratio from the F.Y 2063/64 to 2067/68. That means NTCL is able to achieve satisfactory return on investment indicating improved efficiency of the NTC.

A noteworthy fact here that the sales and profit held at the F.Y. ends could increase in relation to increase in other variables. For instance, if sales grow higher, as a general rule the net profit tend to be higher too and vice versa. Generally sales volume and net profit are positively correlated.

4.3.2 Analysis of Return on Working Capital

This ratio shows the utilization of current assets with respect to net profit after tax. It is computed by dividing net profit after tax current assets. Higher ratio indicates higher utilization of current assets to earn profit and vice versa.

Table 4.8
Net Profit After Tax, Current Assets and Return in Working Capital
(Rs in Hundred Million)

Fiscal Year	Net Profit After (Loss)	Current Assets	Ratio (%)
2063/64	35.42	205.98	17.19%
2064/65	49.36	225.26	21.91%
2065/66	56.52	235.19	24.03%
2066/67	79.42	241.80	32.84%
2067/68	101.78	288.75	35.24%
Total	322.5	1196.98	131.24
Average	64.5	239.39	26.242%

Sources: Annual Report of NTCL

Table 4.8 shows that the NTCL has been utilizing its current assets effectively in generating profit. Noticeably, in the F.Y 2067/68 the Ratio is 35.24% which calls for good attention. Similarly return on working capital is 17.19%, 21.91% 24.03% and 32.24 in the F.Y 2063/64, 2064/65, 2065/66 and 2066/67 respectively. Besides the overall ratio is also satisfactory, indicating profit in all over the fiscal year.

Overall the return on working capital is indicating satisfactory performance of the company. Because of the data has been shown profit since last five years in regard with increment of current assets, the average return on working capital has been calculated 26.242%.

4.3.3 Analysis of Net Profit after Tax to Quick Assets

This ratio is used to analyze whether the firm is able to utilize its quick assets or not. Higher ratio indicates efficient utilization of quick assets and vice versa. This is completed by dividing net profit after tax by quick assets.

Table 4.9
Net profit After Tax, Quick Assets and Return on Quick Assets
(Rs in Hundred Million)

Fiscal Year	Net profit after (loss)	Quick Assets	Ratio (%)
2063/64	35.42	202.88	17.45%
2064/65	49.36	221.97	22.23%
2065/66	56.52	231.92	24.37%
2066/67	79.42	237.64	33.42%
2067/68	101.78	286.57	35.5%
Total	322.5	1180.98	132.98
Average	64.5	236.196	26.59

Source: Annual Report of NTCL

Table 4.9 shows that the net profit on quick assets of NTCL is in the increasing order. The highest percentage of net profit on quick assets is 35.5% in the fiscal year 2067/68 and lowest 17.45% is in the year 2063/64. Overall the on an average ratio has been calculated, 26.59%, which definitely signifies good situation of the company.

4.4 Analysis of Liquidity Relation to Profitability

There exists conflict between two words liquidity and profitability. Liquidity measures the solvency position of a firm in the short period, that's why the firm should maintain provision for cash and Bank Balance. But profitability refers the earning ability. Higher the liquidity lower the risk consequences lower the profitability lower the liquidity, higher risk and higher the profitability. Thus there is contradiction between liquidity and profitability, so the firm should seek for trade off between the two i.e liquidity and profitability. The conflicting nature of these two is such that when liquidity is being maintained profitability tends to fail down and vice versa. A firm should maintain satisfactory liquidity as well as profitability.

4.4.1 Analysis of Correlation between Return on Working Capital Ratio and Current Ratio

Hence Karl person's coefficient of correlation between liquidity and profitability has been analyzed. In the following analysis, return on working capital ratio has represented profitability ratio and likewise, current ratio has represented liquidity ratio.

Below table shows the listings of return on working capital ratios and current ratio for periods under study. Subsequently, Karl person's coefficient of correlation between the two has been calculated.

Table 4.10

Correlation Between Return on Working Capital Ratio and Current Ratio

Correlation (r)	Probable error (P.E.)
0.80	0.108

This indicates that these exist highly Positive correlation. The significant of this positive correlation has been tased as follows:

Since $r < P.E$ i.e $0.8 < 0.108$, so it indicates that there is significant positive correlation.

4.5 Analysis of Receivable/Debtors Turnover Ratio

This ratio related with total sales and credit sales (debtors). This ratio shows how quickly receivable or debtors are converted into cash. In other word the debtor turnover ratio is a test of liquidity of the debtors of a firm. The ratio reflects that the company's effectiveness of receivable handling, that shows the speed of cash collection from the customers. Higher ratio and shorter the Average collection period indicates betters trade and consequently better liquidity of the enterprises and vice versa.

Table 4.11
Sales Receivables Turnover Ratio and Average Collection Days
(Rs in hundred Million)

Fiscal Year	Sales (Rs.)	Receivables	Ratio (Times)	Average Collection Days
2063/64	85.84	28.25	3.03	119
2064/65	104.13	30.99	3.36	107
2065/66	139.67	34.55	4.04	89
2066/67	171.05	34.82	4.91	73
2067/68	207.39	35.93	5.77	62
Total	708.08	164.54	21.11	450
Average	141.62	32.908	4.222	90

Source: Annual Report of NTCL

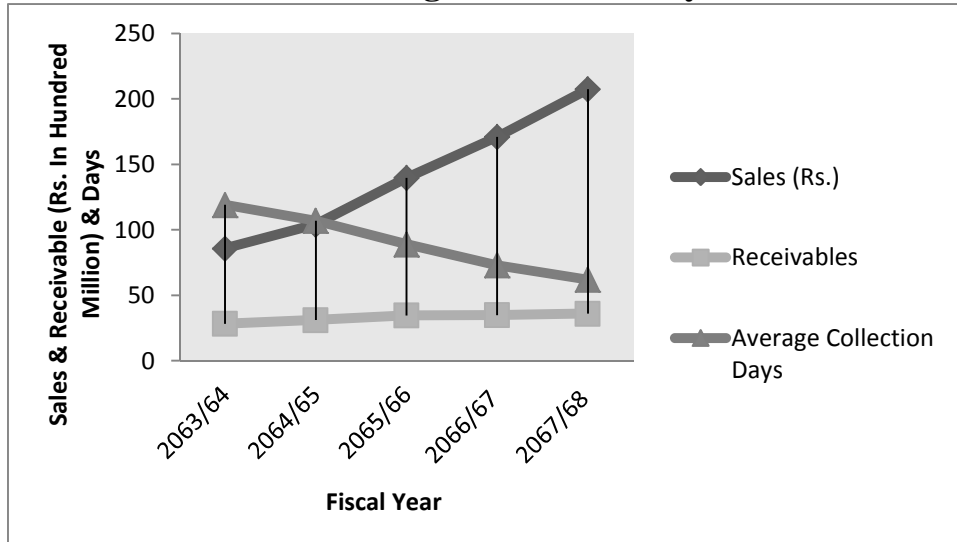
$$\text{Debtors turnover} = \frac{\text{Sales}}{\text{Receivable}}$$

$$\text{Average collection days} = \frac{\text{Days in year}}{\text{Debtors turnover ratio}}$$

Table 4.11 shows that the receivable turnover ratio is fluctuating nature. The minimum time is in the fiscal year 2063/064 is 3.03 times where as higher ratio is in the year. 2067/68 is 5.77 times. The sales to receivable ratios are 3.03, 3.36, 4.04, 4.91 and 5.77 in the fiscal year 2063/64, 2064/65, 2065/66, 2066/67 and 2067/68 respectively.

Average collection days from 62 days to 119 days and overall the average of average collection days is 90 days. Since the information regarding credit days extended to customers are not available and more over such credit days are likely to vary depending upon the nature of debtors. There is no absolute means of comparison available to compare the average collection days. So analysis regarding average collection days has not been carried out.

Figure 4.2
Trend Line Analysis of Sales and Receivables
and Average Collection Days



In the figure 3 it shows that the receivable and sales are in the increasing trend. Average collection days was decreasing trend. In the year 2067/68 sales is maximum and receivable is also maximum in this year and average collection days were minimum.

Table 4.12

Analysis of Mean, Dispersion and Correlation
Between Sales and Sundry Debtors

(Rs. in Hundred Million)

	Mean	Standard deviation (t)	Coefficient of variation (C.V.)	Coefficient of Correlation (r)	Probable Error (P.E)
Sundry Debtors(x)	32.908	2.85	8.6%	0.926	0.042
Sales(y)	141.62	44.07	31.12		

6PE= 0.042 | 6=0.252

Standard deviation Rs. 2.85 hundred million and coefficient of variation 8.6% suggest that the sundry debtor. Increasing moderately. Karl person's

coefficient of correlation (r) between sales and sundry debtors is 0.926. This indicates of positive correlation between two. Here, $r > PE$ i.e. $0.926 > 0.042$. It is indicates that there is significant positive correlation.

4.6 Analysis of inventory Turnover Ratio

All organizations have a certain inventory. Inventory is least liquid current assets. High inventory turnover ratio singles better inventory management and vice versa. Inventory is kept for the motive of daily transactions. Cautionary and speculative. Thus every firm has to manage optimum level of inventory. Higher inventory turnover time is favourable and good since of profitability and vice verse. The inventory turnover time can be calculated dividing sales by the ending or average inventory.

Table 4.13
Sales, Inventory, Turnover Ratio

(Rs. in Hundred Million)

Fiscal Year	Sales (Rs.)	Inventory (Rs.)	Ratio Times
2063/64	85.84	3.09	27.77
2064/65	104.13	3.29	31.65
2065/66	139.67	3.27	42.71
2066/67	171.05	4.16	41.11
2067/68	207.39	1.8	115.21
Total	708.08	15.61	258.45
Average	141.62	3.122	51.69

Source: Annual Report of NTCL

The table no. 4.12 shows that the NTCL has efficient inventory management. The inventory turnover is highest in the fiscal year 2067/68 is 115.21 times and least in the year 2063/64 is 27.77 times. Overall inventory turnover ratio is fluctuating trend. In the fiscal year 2063/64, 2064/65, 2065/66, 2066/67 and

2067/68 inventory turnover times are 27.77, 31.65, 42.71, 41.11 and 115.21 respectively. These ratio are satisfactory higher the ratio that leads corporation towards profitability.

4.6.1 Analysis of Mean Dispersion in Inventory and Correlation Between Sales and Inventory

Standard deviation is the measurement of dispersion and coefficient of variation of the inventory has been computed as follows:

Table 4.14
Analysis of Mean Dispersion and Correlation
Between Sales and Inventory

(Rs. in Hundred Million)

	Mean	Standard Deviation (†)	Coefficient of variation (C.V.)	Coefficient of Correlation (r)	Probable Error (P.E)
Inventory(x)	3.122	0.339	10.58%	-0.367	0.3422
Sales(y)	141.62	44.07	31.12		

$$6PE = 6 \times 0.34222 = 2.053$$

The result, standard deviation 0.339 hundred million and coefficient of variation 10.58% means there is increasing in the inventory. The corporation is unable to manage its inventory properly.

Karl Pearson's correlation coefficient -0.367 means there is low negative correlation between inventory and sales. Since correlation (r) is negative, in order to compare it with probable error |r| has been calculated as follows $r = -0.367$. In the case, $P.E. > r < 6PE$ i.e. $0.3422 > -0.367 < 2.053$. This implies, though there existed negative correlation between inventory and sales, conclusion could be derived as to statistically insignificant.

4.7 Analysis of Cash and Bank Balance to Account Receivable

This ratio can be computed dividing cash and bank balance by account receivable. It measures the relationship between the cash balance on hand to account receivable. The higher ratio indicates better liquidity position and vice versa. However, too high ratio indicates excessive cash balance are held idle or unproductive.

Table 4.15
Cash and Bank Balance to Account Receivable Ratio
(Rs. in Hundred Million)

Fiscal Year	Cash and Bank Balance (Rs.)	Account Receivable (Rs.)	Ratio (%)
2063/64	95.74	28.25	338.9%
2064/65	120.21	30.99	387.89%
2065/66	147.47	34.55	426.8%
2066/67	161.34	34.82	463.35%
2067/68	181.91	35.93	506.29%
Total	706.66	164.54	2123.23
Average	141.332	32.908	424.646%

Source: Annual Report of NTCL

The table 4.13 shows the relation between cash and bank balance to account receivable. The percentage of cash and bank balance is 338.9% in F/Y 2063/64 to 506.29% in F.Y. 2067/68. The percentage of cash and bank balance in fiscal year 2064/65, 2065/66 and 2066/67 are 387.89%, 426.8% and 463.35% respectively. This has indicated that the cash balance held in excessive and has been idle. The erratic fluctuation suggest that the company hasn't been following a definitive policy regarding how much cash balance to hold at the fiscal year end. The average ratio is 424.646.

4.8 Analysis of Cash and Bank Balance to Total Assets

The higher the cash and bank balance over total assets indicate the less risk and less profit and lower the ratio means higher the profit as well as risk. The ratio is calculated dividing cash and bank balance by total assets.

Table 4.16**Cash and Bank Balance to Total Assets Ratio**

(Rs. in Hundred Million)

Fiscal Year	Cash and Bank	Total Assets	% of cash & Bank on T.A.
2063/64	95.74	354.3	27.02%
2064/65	120.21	392.14	30.65%
2065/66	147.47	401.41	36.73%
2066/67	161.34	503.58	32.03%
2067/68	181.91	586.86	30.99%
Total	706.66	2238.29	157.42%
Average	141.332	447.658	31.484

Source: Annual Report of NTCL

The table 4.14 shows the percentage of cash and bank balance on total assets of NTCL. The percentage cash and bank balance on total assets in fiscal year 2063/64, 2064/65, 2065/66, 2066/67 and 2067/68 are 27.02%, 30.65%, 36.73%, 32.03% and 30.99% respectively. The table indicates that the proportion of cash balance is very high the company must have facing the problem of excess cash balance during this fiscal year. The average ratio has been calculating 31.484%.

4.9 Analysis of Cash and Bank Balance to Current Liabilities

The analysis of cash and bank balance to current liabilities indicate the proportion of cash balance available to meet the payments of current liabilities. A moderate ratio is considered satisfactory, too high ratio indicates excess cash balance held idle and too low ratio is indicate of company being unable to meet its payment of current liabilities in time.

Table 4.17**Analysis of Cash and Bank Balance to Current Liabilities**

(Rs. in Hundred Million)

Fiscal Year	Bank and Cash	Current liabilities	Ratio (%)
2063/64	95.74	147.22	65.5%
2064/65	120.21	156.65	76.73%
2065/66	147.47	156.75	94.07%

2066/67	161.34	150.14	107.53%
2067/68	181.91	124.06	146.63%
Total	706.66	734.84	490.46%
Average	141.332	146.96	98.092%

Source: Balance sheet of NTCL

The table shows that cash and bank balance to current liabilities ratio of NTCL. In the fiscal year 2063/64, 2064/65, 2064/66, 2066/67 and 2067/68 the percentage of cash and bank against current liabilities are 65.5%, 76.73%, 94.07%, 107.53% and 146.63% respectively. It could be stated that the company has been falling situation of cash excess during the fiscal year under study. The average ratio has been calculated is 98.092%.

4.10 Analysis of Cash Flow Statement

Cash flow statement prevails the cash and liquidity position of any organization. Cash flow statement describes the cash inflow, outflow and year and cash balance. Inflow of cash is known as source of cash and out flow in called use of cash. Cash flow statement is of great importance to both financing and investing activities of business enterprise and the consequent changes in its financial position for a period. In this analysis, the three component of cash flow statement: operating activities, investing activities and financing activities have been analyzed.

Table 4.18
Cash Flow Statement FY 2063/64 to 2067/68

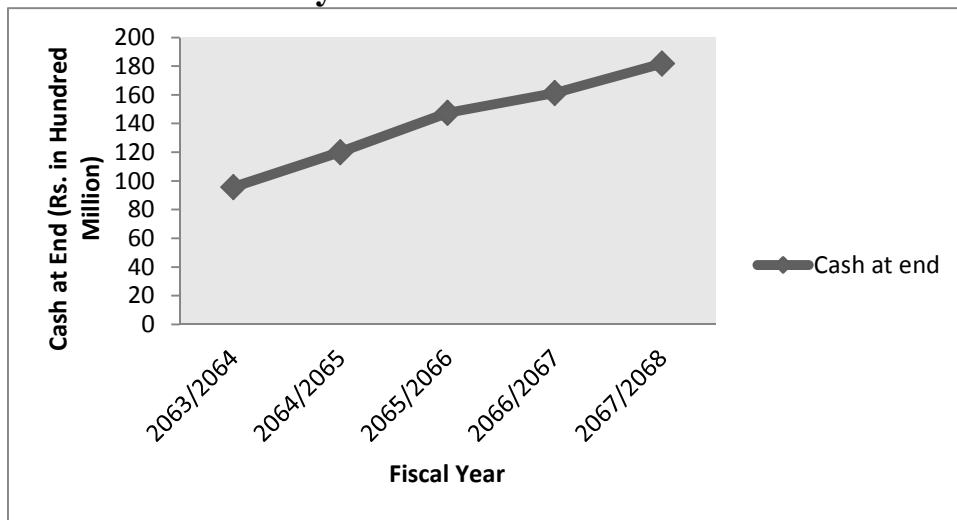
Rs. in Hundred Million

Fiscal Year Particulars	2063/64	2064/65	2065/66	2066/67	2067/68
Net cash flow from operating Activities (A)	48.27	67.22	80.52	97.99	107.18
Net cash flow from investing Activities (B)	(25.95)	(24.83)	(33.26)	(57.09)	(49.56)
Net cash flow from	(31.87)	(20.71)	(14.75)	(27.01)	(37.04)

financing Activities (c)					
Net increase in cash (A+B+C)	(9.55)	21.67	32.50	13.88	200.58
Cash at Beginning	107.8	95.74	120.21	147.46	161.34
Foreign exchange Gain/Loss	(2.51)	2.8	(5.26)	0	(0.02)
Cash at end	95.74	120.21	147.46	161.34	181.9

Source: Annual Report of NTCL

Figure 4.3
Trend Line Analysis of Cash Balance at End of the Year



4.10.1 Analysis of Operating Activities

Those transactions, which are considered in the determination of net income, are known as operating activities. All cash flows except related with investing and financing activities are classified as cash available from operating activities.

Table 4.16 shows cash flow statement of the NTCL for the last five year 2063/64 to 2067/68. The operating result of the NTCL is increasing nature. The operating range between Rs. 48.07 hundred million to 107.18 hundred million. In the fiscal year 2063/64 the amount of cash flow is minimum 48.07 hundred million and in the fiscal year 2067/68 there is highest cash flow from operating activities is Rs. 107.18 hundred million. Similarly the cash inflow in fiscal year 2064/65, 2065/66 and 2066/67 are 67.22, 80.52 and 97.99 hundred million respectively this result clears that the NTCL has following a certain guidelines policy. There is consistency in the operating activities.

4.10.2 Analysis of Investing Activities

Investing activities are the acquisition and disposal of long term assets and other investment not included in cash equipments. The table shows that the investing activities result is negative that means the NTCL makes investment or outflow cash in the all fiscal year. The highest outflow is Rs. 57.09 hundred million in the fiscal year 2066/67 and lowest outflow amount is Rs. 24.83 hundred million in fiscal year 2064/65. In the fiscal year 2063/64, 2065/66 and 2067/68 cash outflow are Rs.25.95, 33.26 and 49.56 hundred million respectively. There is no consistency in the investing activities.

4.10.3 Analysis of Financing Activities

A company's transaction with its owners and long term creditors are typically called financing activities. IAS defines "Financing Activities are activities that the result in changes in the size and composition of the equity, capital and borrowing of the enterprises".

Financing activities has been observed to be satisfactory position of NTCL. The company has earned profit its operating and investing activities have been seen in good condition. There is cash flow in all fiscal year.

4.12 Analysis of Current Liabilities

To analysis the current liabilities, the degree of dispersion and coefficient of variation tools are used. Low degree of dispersion and coefficient of variation considered favorable, signifying the firm to handle properly its liabilities.

Table 4.19
Computation of Mean Dispersion and Coefficient of Variation of
Current Liabilities

(Rs. in Hundred Million)

Mean	Standard deviation ($\dagger x$)	Coefficient of variation (C.V.)
-------------	--	--

\bar{X}		
146.96	12.03	8.18%

Standard deviation Rs. 12.03 hundred millions and coefficient of variation is 8.18% indicates there is fluctuation in current liabilities. It is due to the highest amount of current liabilities in the year 2065/66.

4.13 The Findings of the Study

On the basis of the different analysis, the following major findings have been drawn:

1. It is found that public sectors enterprises play backbone role for the economic development of the nation. NTCL is pioneering service oriented corporation of the Nepal which facilities conveying information quickly over long distance with a cheap cost. The effects of the communication ion the rural areas and their contribution to rural development are potentially extremely important, yet rather difficult to measure.
2. Specific goal and strategy for the organization are setup by the top level executive and the management is governed by Government of Nepal.
3. The study result implies that the main sources of cash of NTCL are international trunk telephone, local telephone and domestic trunk telephone both of PSTN and mobile.

Finding from analysis of liquidity position

1. The cash and bank balance of NTCL are increasing in every year but increasing ratio is not stable. It is fluctuating trend. In FY 2062/63, cash and bank balance of NTCL has decrease by 23.08%

2. The dispersion of cash and bank balance is Rs. 30.36 hundred million and coefficient of variation is 21.48%. That result, there is low consistency in cash and bank balance.
3. Cash turnover ratio of NTCL throughout the study period was in increasing trend with the average ratio of 1.14, this indicates that NTCL is unable to utilize it's ideal cash in generating revenue. The company's position of liquid cash that remained idle was too high so there was lack of proper management of idle cash in the company towards profitable sector which could have yield more revenue.
4. NTCL has satisfactory liquidity position and it has maintained proper cash and bank balance. The cash and bank balance with respect to current liabilities has been increasing trend.

Finding from analysis of liquidity relation between its variable

1. Current ratio of NTCL throughout the study period was in increasing trend with the average ratio of the 1.65. In the 1st four year of study period, current ratio was below average ratio and the last year of the study period, it was above the average. The data reveal that NTCL have current ratio less than two in the 1st four year of study period indicating that there is cash shortage and poor management of cash.
2. Quick ratio of NTCL was 1.628 on an average for the study period. The ratio was increasing trends. But was below one. It showed good performance in liquidity maintenance.

Finding from analysis of Profitability Position

1. Relationship between sales and net profit of NTCL was in good condition. In the 1st two year of study period, earned profit ratio was increased. In the 3rd year of the study period earned profit ratio was decreased then after its trend is increasing.

2. The company has been utilizing its current assets effectively and the return on working capital of NTCL is indicating satisfactory performance of the Company the average return on working capital over the study period is 26.242%.

Finding from analysis of Liquidity Relation to Profitability

1. Correlation coefficient between return on working capital and current ratio of NTCL found to be high positive. This means when current ratio increase return on working capital will increase or vice-versa.

Finding from Analysis of Receivable/Debtors Turnover Ratio

1. Receivable turned over ratio of NTCL on an average was 4.22 on the study period of average collection days was decreasing every year and receivable turnover ratio is increasing every year. It means the company's performance was good for effectiveness of receivable handling and able to cash collection from the customer speedily.
2. Correlation between sundry debtors and sales of NTCL found to be high positive. These means when increase sundry debtors will increase or vice-versa.

Finding from Analysis of Inventory turnover ratio

1. Average Inventory turnover ratio is 51.69 times which satisfactory level. The data shows that some year the level of inventory is in increasing trend. Some year inventory decrease, fluctuating trend shows.
2. Correlation between sales and inventory of NTCL found to be low negative. These means when a sale is increase inventory will decrease or vice-versa

Finding from Analysis of Cash and Bank Balance to Account Receivable

1. The amount of account receivable is in the increasing trend and cash and bank balance in average is about 424.646% of account receivable.

Finding from Analysis of Cash and Bank Balance to Assets

1. Percentage of cash and bank balance of total assets of NTCL throughout the study period was in fluctuating trends with an average 31.484. In the 1st three year of study period it was increasing trends then after it was decreasing trends. The proportion of cash and bank balance on total assets was very high. These indicate that company was not proper management of cash towards profitable sectors which could have yield more revenue.

Finding from Analysis of Cash Flow Analysis

1. Table 4.18 has show the summery of cash flow from operating, financing and investing activities. Cash at the end of each year of study period is in increasing trends which shows good position of cash in NTCL

Finding from Analysis of Current liabilities

1. The dispersion of current liabilities is Rs. 12.03 hundred million and coefficient of variance is 8.18%. That result there is median low consistency in current liabilities.

Other Findings

1. Cash budgeting practice of NTCL is poor there is absence of any formalized system of cash budgeting.

2. NTCL has borrowed higher rate long –term debts from different commercial banks, ADB, World Bank and different foreign countries. Rate of interest on some loan is not high and on some it is high.
3. Net profit of corporation is in increasing trend. However, the balance sheet of NTCL shows the huge amount of cash and bank balance remaining idle. It indicates that the inefficiency of the corporation to utilize its liquid assets.
4. The current ratio of NTCL is satisfactory throughout the study period. It is found within the range of 1.339 to 2.327. This shows that NTCL is efficient in maintaining the good liquidity position. But it not meet standard. The ratio helps to analyze the financial capacity of NTCL to repay current liabilities and short-term loan.
5. NTCL does not follow the periodic performance reports.
6. NTCL has not adequately considered controllable and uncontrollable variables affecting the corporation similarly, the corporation is lacking the proper system of performance evolution of employees.

CHAPTER - V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Cash is the life blood of every business organization. Without cash no businesses come to the establishment. So, cash come to the position of the foundation of present business environment. From the early stage of human being when money came to the exchange system, they have been aware with management of money or cash. So the management of cash came to the exchange system when human mind has created money. After creating money in the exchange system, human being thought to manage cash in the best way in their daily house hold arrangement and business organization. And those

business organizations come to the strong competitive position, which make the effective cash planning and best management of cash.

The idea of cash management has not come directly and independently in its separate entity. Before 1970's cash management was affiliated with the economics. Many more organization of the world were enjoying by making reasonable profit margin and many organization before 1970's period survive without proper management of cash. But by the reason of inflation in 1970's the situation changed and many profitable enterprises were confronted with the problem of liquidity and even faced technical insolvency. The investors once again lost confidences in the credit worthiness of enterprises. As a result, rising of funds through the issue of shares from the present and potential investors become impossible. The liquidity problem also put pressure on the financial institutions making long term loans and forced them to rise to rates of interest very frequently. After 1970 and problem faced by the enterprises cash is considered as a major component of the working capital of the organization and started to manage cash in the best way then the separate entity of cash management has established. So the cash was come to the separate and independent entity by the 1970's inflation (Bajracharya, 1990).

Nepal Telecom Ltd. was established on 2032-03 01 B. S. under Nepal Telecommunication Act 2028 B.S. but name change on 2060-10-22 B.S under company act 2053 as a public utility sector enterprise to provide reliable and affordable telecommunication services throughout the country. It is exerting its almost effort to provide communication services to larger scale of population. In the fiscal year 2063/64 NTCL has seen 20.28% growth in its revenue, 2064/65 is 33.39%, 2065/66 is 21.27% and 2066/67 is 23.18% increasing revenue from the previous fiscal year. Fiscal year 2063/64 to 2067/68 revenue is crossed double. These increased can be attributed to the growth of 37,805 and total line is 5,70,196 till 2067/68 magh additional lines

distributed throughout the country along with the strict surveillance in revenue collection from the domestic and international services.

NTCL has already installed 5,52,057 lines and distributed about 4,53,475 lines by the end of FY 2063/64 B.S. With the beginning of the New Year 2062, the 30 years old NTCL is converted into a company and the changes in the new name as Nepal Telecom Company Limited. The head office is located at Bhadrakali Plaza, Kathmandu.

The basic objective of this study is to analyze the cash management practices of the Nepalese organization. The present study is small step to examine the use of cash management practices in Nepal Telecommunication Ltd.

The scope of the study is limited for five years period i.e. fiscal year 2063/64 to 2067/68. Analytical and descriptive research design is followed; mainly secondary data has been used. Financial tool like financial ratio have been used to analyze the data. Similarly, accounting and statistical tool have been also used.

The study concentrates in accounting and financial aspects. Thus it lacks the other area. This study has been divided into five different chapters:- Introduction, Review of Literature, Research Methodology, Presentation and Analysis of Data and Summary, Conclusion and Recommendation.

5.2 Conclusion

The research study concludes that cash is one of basic elements for all organizations. All activities are lifted by cash. Above analysis reveals that the cash management of NTCL is satisfactory. The elements of cash management such as cash and bank balance, sales, inventory, receivables, advance deposit, cash turnover all are managed properly following definite rules and

regulations. But there is not separate cash planning and budgeting technique adopted by the corporation.

The liquidity position of the NTCL is satisfactory level. The corporation has earned maximum profit over the study period. Net profit margin, return on working capital and net profit after tax to quick assets shows the satisfactory financial position. The correlation between different variables of liquidity and profitability is in the required situation.

NTCL is also trying to address social needs of the common people by organizing various programs but has not been very successful. The corporation has been facing some problems in corporation planning, participative management, evaluation of broad and long range objectives and co-ordination system in the organization. NTC's management system need change. NTCL is having another problem of government intervention. Most of the top level executive have linkage with political parties and they manipulate the decisions in the interest of the parties of their concern. Frequent intervention and instability of the government very negatively influence the performance of NTC. The corporation has ignored the environmental factors and it has also not adequately considered controllable and non-controllable variables affecting the corporation. Moreover, the corporation has no in depth analysis of the strengths, weakness and threats, where as this study can be concluded by listing out of the strength and weakness as follows:-

Strengths:

-) Enough space for corporation.
-) Government favourism.
-) Sufficient manpower.

-) Sophisticated and technically enriched machinery.
-) Leading as monopolistic organization in telecom sector.
-) Customer facilities.

Weakness/Threats:

-) Lack of proper management.
-) High government and political intervention.
-) Lack of technical manpower and technical know how.
-) Natural challenges such as heavy rain, lightning, storm, landslide, conflagration etc.
-) The change and development of technology.

5.3 Recommendations

It is a suggestive framework based on analysis of the study. These recommendations will be useful to the management of the NTC, other concerned organization, individuals, institutions and other interested parties.

-) NTCL has maximum cash balance due to maximum or idle cash balance of NTCL minimize return. If it's maintained properly, it generates extra revenue.
-) NTCL should prepare monthly trail balance. Which help to the organization, to take corrective measures on adverse financial situation in time.
-) NTCL should give attention in account receivable management. Account receivable can be managed efficiently by designing an appropriate receivable management programme by trying to maximize collection efforts by using credit terms likes 2/10 net 30, 1/20 net 60, 3/5 net 20 etc.
-) According to capital capacity, market situation of NTCL, it has not provided adequate service to its customers.
-) NTCL should prepare cash budget on the basis of cash flow statement. The objectives of preparing cash budget is to predict whether it any point of time there is likely to be an excess or shortage of cash. By finding excess or

shortage of cash the company can manage the excess cash in investing short term assets and can manage cash deficit by borrowing short term loan.

-) The financial position of the NTCL must be evaluating time to time due to overflow of liquidity (cash).
-) NTCL should be very well aware of its strengths and weakness. The monopoly of NTCL in telecom sectors has ended. In this competitive and globalize market situation many other firms are found to develop in same sector. Hence it is suggested that NTCL must be taken corrective action for entering new firms by strategic management policies.
-) NTCL should give attention in its operating. The operating expenses is high that reduces the net profit for the period. So the corporation should apply the cost reduction and cost control techniques in its operation. Standard costing, budgeting, variance analysis techniques should adopt and periodically performance report should be prepared for each responsibility center.
-) NTCL should timely evaluate its relevant variables and above all managerial involvement, organization adaptation, responsibility accounting, full commu-nication, realistic expectation, time dimensions, flexible application, behavioral view point and follow up program should be made more effective, productive and result oriented.
-) For the overall development of any organization, its internal condition should be sound. NTCL has not yet come out of chronic diseases such as slow decision making, lack of systematic mechanism, co ordination and co-operation, unnecessary internal expenses, time-consuming administrative procedure etc.
-) Telecom technologies have been changing in the blink of an eye. Choices of customers are also changing in accordance with the changing technologies. In this competitive and complex situation, NTCL and all its employer should focus more towards customer-service oriented. They have to provide

promote and quality service because “customers are king” in case of any service-oriented organization. The mentality of all employees must be positive towards the organization.

) The present burning issue of NTCL is how to handle challenges for the survival in a tough competitive environment. NTCL is on the verge crisis. So, at this moment all NTCL employees should uniformly stand for the welfare of organization. Actually NTCL has scarcity of required logistic and well-trained human resources. Therefore the overall quality and productivity of services are not satisfactorily increasing. NTCL is still running through traditional trend, the right men are not in right position. For instance the administrative department looks after the human resources activities and the responsible administrator does not necessarily possess and the crucial skills required managing employees. To motivate the employees, NTCL itself should create an environment. Recruitment, promotions, transfers and career opportunities should be always transparent. Management by objectives technique should be followed with co-ordination co-operation among all level of personnel responding to all departments.

BIBLIOGRAPHY

A. Book

Agrawal, Govinda Ram (2003), *Dynamics of Business Environment on Nepal*, Kathmandu: M.K. Publisher and Distributors.

Dangol, R.M. and Prajapati K. (2001), *According for Financial Analysis and Planning*, Kathmandu: Taleju Prakashan.

Fago, Ghanendra; Gyawali Achyut and Subedi Dhurba P. (2004), *Management Accounting*, Kathmandu: Buddha Academic Publishers and Distributors Pvt. Ltd.

Ghimire, Ramesh (2004), *Economics of Public Policy Analysis*, Kathmandu: New Hira Books Enterprise.

Gupta S.S. (1999), *Fundamentals of Statistics*, Mumbai: Himalaya Publishing House.

Hampton, J. John (1990), *Financial Decision Making Concept, Problem and Cases*, 4th edition, New Delhi: The Prentice Hall of India.

Jain S.P. and Narang K. L. (1996), *Advance Accountancy*, New Delhi: Kalyani Publishers.

Khan M.Y. and Jain P.K. (1974), *Management Accounting*, Tata McGraw Hill Limited India.

Munakarmi Shiva Prasad (2002), *Management Accounting*, Kathmandu: Buddha Academic Publishers Pvt. Ltd.

Pandey, I.M. 8th (1999), *Financial Management*, Vikas Publishing House Pvt. Ltd.

Shapiro, Aslen C. (2000), *Multination Financial Management*, 4th edition, New Delhi: Prentice Hall of India.

Shrestha Manahor Krishna (1980), *Financial Management*, Kathmandu: Curriculum Development Centre.

Shrestha, Sunity and Silwal, Dhurba Prasad (2057), *Statistical Methods in Management*, Kathmandu: Taleju Prakashan.

Sthapit, Azaya Bikram and others (2004), *Statistical Methods*, Kathmandu: Buddha Academic Publishers and Distributors Pvt. Ltd.

Thapa, Kiran (2060), *Corporate Financial Management*, New Delhi: Prentice Hall of India Pvt. Ltd.,

Van Horne, Jsmes C. (1974), *Corporate Financial Management*, New Delhi: Prentice Hall of India Pvt. Ltd.

Western J. Fred and Copeland Thomes E. (1985), *Managerial Finance* 9th Edition, the Dryden Press.

B. Journals and Publications

Annual Report of NTC of fiscal year 2063/064 to 2067/68, Published by NTC.

Baumol, W.J. (Nov. 1952), *The Transaction Demand for Cash and Inventory Theoretic Approach*, Quaterly Journal of Economic LXV.

Government of Nepal, Ministry of Finance (2002), *The Economics Survey 1999/2000*, Kathmandu: Department of Printing Singha Durbar.

Government of Nepal, Ministry of Finance (2003), *The Economic Survey 2002/03*, Kathmandu: Department of Printing Singha Durbar.

Government of Nepal, National Planning Commission Secretarial (2003), *Census of Manufacturing Establishments Nepal 2001/02*, Kathmandu: Department of Printing, Singha Durbar.

Millev, M.H. and Orr. D.A. (Aug, 1996), *Model of the Demand for Money in Firms*, Quarterly Journal of Economic LXY.

Saksena, Ram M. (1974), *Towards more Efficient Cash Management*, Kathmandu: Nepal Journal of Management

Timilsina, Satyendra (July 14, 2002), PES performance Dismal, Kathmandu: Kathmandu Post.

Western J. Fred and Compland Thomas E. (1998), *Managerial Finance*, New York: The Dryden Press.

C. Thesis

Bajracharya, Surban Lal (1990), *Cash Management in Nepalese Public Enterprises*, Submitted to University of Delhi Ph.D. Thesis.

Gautam, Mrs. Biranji (1990), *Cash Management: A Case Study of Gandaki Noodles Pvt. Ltd*, Submitted to Faculty of Management T.U. Kirtipur.

Ghimire, Tikaram (2007), *Cash Management, A Case Study of Gorakhali Rubber Udhog Ltd.*, MBS Thesis submitted to T.U. Kirtipur.

Joshi, Rishi Raj (2010), *Cash Management of Public Enterprises in Nepal: A Case Study of Salt Trading Co. Ltd*. Submitted to T.U. Kirtipur.

Kandel Kamala (2007), *Cash Management in Public Enterprises of Nepal: A case study of Nepal Telecom Ltd.*, Submitted to T.U. Kirtipur.

- Neupane, Dipendra Kumar (2001), *A Study on Profit Planning in Nepal Telecom Ltd.*, MBS Submitted to Nepal Commerce Campus, Minbhuwan, Kathmandu
- Paudel, Hem Raj (2004), *Cash Management in Public Manufacturing Enterprises of Nepal: A Case Study of Royal Drugs Limited*, Submitted to T.U. Kirtipur .
- Poudel, Manjita (2002), *Profit Planning and Control in Nepal Telecommunication*, Submitted to Nepal Commerce Campus, Minbhawan, Kathmandu.
- Pradhan, Bijaya (1997), *A Case Study of Cash Management of Salt Trading Corporation Ltd.*, MBA Thesis, Submitted to T.U. Kirtipur.
- Shrestha, Bishwash (2005), *Cash Management in Public Manufacturing Enterprises of Nepal: A Case Study of Royal Drugs Ltd.*, Submitted to Shanker Dev Campus.

APPENDIX-I
Nepal Telecommunication Company Ltd.
Balance Sheet of Last five years

Rs. in hundred million

	2063/64	2064/65	2065/66	2066/67	2067/68
Capital and Liabilities:					
Capital & provided fund share capital	150	150	150	150	150
Provided fund and fund	58.25	86.86	117.94	203.43	266.29
Loan	0.24	-	11.91	-	
Non-current liabilities	-	-	-	-	46.51
Total	208.50	236.86	279.85	353.43	462.8
Assets:					
Fixed Assets:					
Property, Plant and Equipment	191.68	214.12	242.34	272.41	313.89
Less Dep ⁿ	(101.27)	(113.23)	(128.73)	(143.44)	(160.24)
Net Assets	90.40	100.88	113.61	128.97	153.65
Capital W.I.P.	24.52	24.43	37.64	39.22	33.16
Investment	33.38	41.56	48.83	83.70	111.67
Current Assets:					
Inventory	3.09	3.29	3.27	4.16	1.8
Receivable	28.25	30.99	34.55	34.82	35.93
Bank & cash balance	95.74	120.21	147.46	161.34	181.91
Deferred Tax assets	-	-	-	9.87	11.73
Loan & advance	78.88	70.76	49.90	41.47	56.99
Total current assets	205.98	225.26	235.19	251.67	288.37
Current liability and provision					
Current liability	38.58	44.75	57.12	79.15	67.18
Provision	108.64	111.89	99.62	70.98	56.88
Current liability and provision	-	-	-	150.14	124.06
Net current assets	58.75	68.61	78.44	101.53	164.31
Deferred expenses	1.42	1.36	1.31	-	-
Total	208.50	236.86	279.85	353.43	462.8

Source: Annual Report of NTCL

APPENDIX -II

Nepal Telecommunication company Ltd. P.L Account of Last Five year

Rs. in hundred million

Particulars	2063/64	2064/65	2065/66	2066/67	2067/68
Income:					
Operating income	85.84	104.12	139.67	167.88	206.46
Non Operating income	6.10	6.45	7.54	11.01	15.17
Total Income	91.94	110.58	147.51	178.89	221.47
Expenses:					
Staff Exp.	11.36	11.64	12.80	15.98	16.23
Repair and maintenance Exp.	5.52	6.55	7.97	12.19	15.78
Administration Exp	4.08	4.42	8.53	9.11	8.4
Pay to rural Development	0	0	2.70	3.35	4.09
Royalty	4.91	5.91	5.40	6.71	8.19
Interest on customer deposit	0.57	0.63	0.67	0.83	0.48
Interest on loan	0.0069	0.011	0	0.10	0
Depreciation	10.48	11.95	13.66	14.86	16.81
Foreign Exchange Gain/loss	(2.51)	(2.80)	5.26	0.026	(4.96)
Licence and Deferred Exp. \	0.40	0.40	0.58	0.70	0.41
Loss on goods sold	0.38	0.18	5.23	0.22	0.17
Bonus provision	1.87	1.95	2.40	2.56	3.01
Provision for personal & Gratuity	-	-	-	-	11.96
Enlistment and annual fee	-	-	-	-	0.01
Provision for incentive	0.93	1.26	2.43	3.49	4.58
Total expenses	42.72	42.15	67.68	70.17	85.13

Income before tax	49.21	68.43	79.83	108.71	136.33
Tax	(13.79)	(19.07)	(23.30)	31.30	(36.42)
Net Income after tax	35.42	49.36	56.52	0	99.91
Last year profit	53.34	56.65	86.02	0	101.77
Last year tax adj.	-	(3.44)	0.14	0	-
Last year adjustment	1.58	0.012	2.18	0	-
Deferred tax	0	0	0	2.01	1.86
Profit for allocated	90.35	102.58	132.10	0	-
Amt of divided	(5.55)	(6.88)	(15.0)		-
Last year incomplete divided	0	0	8.11	0	-
Net profit after divided	84.80	95.69	117.10	79.42	-
Income tax return to retained earning	0	5.69	0	0	-
Capital fund return to retained earning	0	0.74	0	0	-
Payment of retain earning to Nepal Govt.	29.0	16.11	0	0	-
From sinking fund	0.85	0	0	0	-
Retained Earnings transferred to B/S	56.65	86.02	117.10	79.42	-

Source: Annual Report of NTCL

APPENDIX-III
Nepal Telecommunication Company Ltd.
Economic Indicators

Particulars	2063/64	2064/65	2065/66	2066/67	2067/68
Total income (Rs.)	9194297192	110589148234	14751623805	17889310266	22147582000
Staff Exp. (Rs.)	1418530718	1486851435	1764933946	2204296100	3560212000
Repair and Maintenance (Rs.)	552161528	655127053	797397560	1219001769	1578348000

Dep ⁿ Exp. (Rs.)	1048435966	1195081001	1366504461	1486129221	1681293000
Other Exp (Rs.)	1253639992	878128518	2839465915	2108427046	1673739000
Total Exp. (Rs.)	4272768204	4215188007	6768301882	7017854136	8513592000
Income before Tax (Rs)	4921528988	6843726817	7983321923	10871456130	13633990000
Income After Tax (Rs.)	3542461326	4936647252	5652688491	7942901598	10178025000
Net profit margin (%)	38.53	44.64	38.32	44.4	45.96
Total shareholder's equity	20825855017	26686026881	26794280845	35343894199	41629022000
Total capital employed	20850093671	23686026881	27985960845	35343894199	46280626000
Return on capital employed (%)	17.10	22.17	21.88	25.15	24.94
Return on share holder equity%	17.11	22.18	22.4	25.57	26.44
EBIDA margin	65.38	73.07	63.78	69.53	69.33
Book value per share (Rs)	138.84	157.91	178.63	235.63	277.53
Share number	150000000	150000000	150000000	150000000	150000000
EPS (Rs.)	23.62	32.91	37.68	52.95	67.85

Source: Annual Report of NTCL

APPENDIX-IV
Company's Work Performance Analysis

S.N.	Particulars	2063/64	2064/65	2065/66	2066/67	2067/68
1.	Staff					
	Allocated position	5759	6095	6984	7030	7088
	Working staff	5709	5717	5699	5592	5876
	All staff % 1000 line	8.38	5.05	3.61	2.05	1.33
2.	Service					
2.1	PSTN telephone service					
	Fit PSTN exchange number	204	225	231	236	243
	PSTN exchange district	71	72	72	72	73
	PSTN line capacity	552057	602252	656070	684942	726980
	PSTN distributed	453475	485997	509873	532391	562162
	PSTN dencity	1.79%	1.88%	1.93%	1.98%	2.04%
2.2	GSM mobile service					
	GSM mobile distributed	227316	622737	909483	1717230	3009962
	GSM Dencity	2.1%	2.4%	3.45%	6.37%	10.92%
2.3	CDMA service					
	CDMA distributed	-	23579	161155	480016	721318
	CDMA dencity	-	0.09%	0.61%	1.78%	2.62%
2.4	All telephone distributed (PSTN + GSM + CDMA)	680791	1123313	1580511	2729637	4293442
2.5	All telephone dencity (PSTN+GSM+ CDMA)	2.69%	4.4%	5.99%	10.12%	15.58%
2.6	International circuit Number	2606	3140	3423	4568	4841

Source: Annual Report of NTCL

APPENDIX-V

Nepal Telecommunication Company Ltd. Present Share Structure of Company

S.N.	Owners	Owners Number	Share Number	Amount (Rs.)	%
A.	Institute	7	137290335	13729033500	91.52%
1.	Ministry Information and Communication		62290335	6229033500	41.52%
2.	Finance Ministry		7494600	4794600000	49.96%
3.	Ministry of Industry, commerce and supply		1000	100000	0.00067%
4.	Ministry of legal justice and constitutional assembly		1000	100000	0.00067%
5.	Office of Auditor control		1000	100000	0.00067%
6.	Information department		1000	100000	0.00067%
7.	Citizen investment fund		50000	500000	0.0033%
B.	People	27260	5299690	529969000	3.53%
C.	Staff	5791	7409975	740997500	4.93%
	Total	33058	1500000000	15000000000	100%

Source: Annual Report of NTCL

APPENDIX -VI

Free Emergency Telephone Service

S.N.	Telephone Number	Institute and Service
1.	100	Police
2.	101	Fire controller
3.	102	Ambulance (not start)
4.	103	Traffic police
5.	104	Children search coordination center
6.	105	Nepal army
7.	106	Army center Army Police Gulm

8.	1098	Child help line
----	------	-----------------

Source: Annual Report of NTCL

APPENDIX -VII

Future Plan of NTCL

Line capacity Addition in Eleventh Plan	Future Program in F.Y. 2066/67	Future Programs in F.Y. 2067/68
PSTN	124331	125238
GSM	1020000	850000
CDMA	845000	766000
ADSL	63186	50000
Internet	10000	10000
Total lines addition planned	2062517	1801238

Source: Annual Report of NTCL

APPENDIX - VIII

Our Milestones of Nepal Telecom

Year	Milestone Details
1913	: Establishment of first telephone lines in Kathmandu
1914	: Establishment of Open wire Turnk Line from Kathmandu to Raxaul (India)
1935	: Installation of 25 lines automatic exchange in Royal Palace
1936	: Installation of Open Wire Trunk line from Kathmandu to Dhunkuta
1950	: Establishment of Telegram Service
1950	: Introduction to High Frequency Radio System (AM)
1950	: Establishment of CB telephone exchange (100 lines) in Kathmandu

- 1951 : Installation of Open wire Turnk line from Kathmandu to Palpa
- 1955 : Distribution of telephone line to general public
- 1955 : First public telephone exchange in Kathmandu (300 lines CB)
- 1963 : First Automatic exchange in Nepal (1000 lines in Kathmandu)
- 1964 : Beginning of International Telecommunications Services using HF Radio to India and Pakistan
- 1971 : Introduction of Telex Services
- 1974 : Microwave transmission links establishment for internal trunk
- 1982 : Establishment of standard "B" type earth station for international circuits
- 1982 : Establishment of SPC telex exchange
- 1983 : Establishment of digital telephone exchange
- 1984 : Commencement of STD service
- 1984 : Reliable Rural Telecom Service (JICA)
- 1987 : Commencement of STD service
- 1995 : Installation of Optical Fiber Network
- 1996 : Conversion of all Transmission link to Digital transmission link
- 1996 : Automation of the entire Telephone Network
- 1996 : Independent Int. Geteway Exchange established
- 1996 : Introduction of VSAT service
- 1997 : Digital Link with D.O.T. India through Optical Fiber in Birgunj- Raxual

- 1998 : Direct Link with Bangladesh
- 1999 : Launching of GSM Mobile service
- 2000 : Implementation of SDH Microwave Radio
- 2000 : Launching of Internet Service
- 2001 : Launching of Payphone Service
- 2001 : International Roaming in G.S.M. Mobile
- 2002 : East West Highway Optical Fiber Project
- 2003 : GSM Prepaid Service
- 2004 : Nepal Telecom (transformation for corporation to Nepal Doorsanchar Company Limited)
- 2004 : Pre-paid calling card service (IN services)
- 2004 : IVR service by 1600 S.L.C. Result
- 2005 : Soft launch of CDMA
- 2005 : Tool Free Service
- 2005 : Access Network Service
- 2005 : Outsourcing of Enquiry Service (197)
- 2006 : IVR service by 1061 10 +2 result
- 2006 : PSTN credit Limit Service- PCL (IN)
- 2006 : Home country Direct Service – Nepal Direct (IN)
- 2006 : MCC (198) complaint registration via IVR in Kathmandu Valley
- 2006 : CDMA Limited Services in Kathmandu Valley

- 2006 : PSTN voice mail service
- 2007 : Expansion of Internet Bandwidth through India-Nepal cross boarder optical link.
- 2007 : National Roaming for CDMA mobile (Sky phone)
- 2007 : IVR Service by 1606 PSTN
- 2007 : IVR service by 1888 free VOIP call complaint
- 2007 : in GSM mobile GPRS, 3 G/ CRBT service
- 2008 : ADSL Internet Service
- 2008 : IVR service by 1607 GSM and CDMA
- 2008 : IVR service by 198 ADSL complaint
- 2008 : Notice Board service
- 2009 : SMS service GSM to CDMA
- 2009 : CDMA postpaid mobile service
- 2009 : GSM voice mail service
- 2009 : IVR 1+606 service extended outside Kathmandu valley
- 2010 : EVDO service stated
- 2010 : Soft launch of Easyphone IP call service

Source: Annual Report of NTCL

