WORKING CAPITAL MANAGEMENT OF SUMY DISTILLERY LTD.

Submitted to
Office of the Dean
Faculty of Management
Tribhuvan University

Submitted by
Bhagawati Kandel
Lumbini Banijya Campus
T.U. Regd. No.: 7-2-240-214-2003
Exam Roll No.: 1243

In partial fulfillment of the requirement for the Degree of Master of Business Studies (MBS)

Butwal August, 2011

RECOMMENDATION

This is to certify that the thesis

Submitted by

Bhagawati Kandel

Entitled

Working Capital Management of Sumy Distillery Ltd.

has been prepared as approved by the Department in the prescribed format of faculty of management; this thesis is forward for examination.

	•••••
Mr. Binod Dhungana	Prof. Dr. Ishwor Gautam
(Thesis Supervisor)	(Campus Chief / Head of Research Dept.)

Viva-Voce Sheet

We have conducted the Viva-Voce examination of the thesis Presented by

Bhagawati Kandel

Entitled

Working Capital Management of Sumy Distillery Ltd.

and found the thesis to be the original work of the student and written according to prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirements of Master's Degree in Business Studies (M.B.S)

Viva-Voce Committee

Head of Research Committee	Dr. Ishwor Gautam
Member (Thesis supervisor)	
	Lecturer Binod Dhungana
Member (External Expert)	
Date:	

DECLARATION

I hereby declare that the work reported in this thesis entitled "Working Capital Management of Sumy Distillery Ltd." submitted to Office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the Master of Business Studies under the supervision of Lecturer Mr. Binod Dhungana of Lumbini Banijya Campus.

.....

Bhagawati Kandel
T.U. Reg. No. 7-2-240-214-2003
Lumbini Banijya Campus
Butwal, Rupandehi

ACKNOWLEDGEMENT

I am very pleased to present myself as an author of the thesis entitled "Working

Capital Management of Sumy Distillery Ltd." has been prepared for the partied

fulfillment of the Degree of Master of Business Studies (M.B.S.).

I wish to express my deep gratitude and sincere thanks to my thesis supervisor

Lecturer Mr. Binod Dhungana, Lumbini Banijya Campus, Butwal, Rupandehi,

for suggesting of this thesis paper and for his constant encouragement, patient

guidance, valuable supervision and meticulous care from time to time discuss

on several aspect of this research study.

I am also grateful to Campus Chief Dr. Ishwor Gautam, Lecturers Mr. Surya

Rana, Na Krishna Bhattarai and all the staffs Lumbini Banijya Campus,

Butwal, Rupandehi for their kind cooperation during the study period.

Similarly, I would like to express debt of gratitude to my family members for

their continuous inspiration and support during the entire period of study.

August, 2011

Bhagawati Kandel

Lumbini Banijya Campus

Butwal, Rupandehi

V

LIST OF TABLES

Table No.	Titles	Page No.
4.1	Position of Current Assets	50
4.2	Current Assets to Total Assets	51
4.3	Current Assets to Fixed Assets	53
4.4	Cash and Bank Balance to Current Assets	54
4.5	Cash and Bank Balance to Total Assets	55
4.6	Inventory to Total Assets	57
4.7	Inventory to Current Assets	58
4.8	Receivables to Total Assets	59
4.9	Receivables to Current Assets	60
4.10	Current Ratio	61
4.11	Quick Ratio	62
4.12	Cash Ratio	63
4.13	Working Capital to Current Assets Ratio	64
4.14	Gross Profit Margin	65
4.15	Net Profit Margin	66
4.16	Operating Ratio	67
4.17	Return on Assets	68
4.18	Return on Net Worth	69
4.19	Return on Working Capital	70
4.20	Working Capital Turnover	72
4.21	Inventory Turnover	73
4.22	Receivables Turnover	74
4.23	Cash and Bank Balance Turnover	75
4.24	Short-Term Financing to Long-Term Financing	76
4.25	Short-Term Financing to Total Financing	77
4.26	Cash Conversion Cycle	79
4.27	Result of Questionnaire	80

LIST OF FIGURES

Figure No.	. Titles	Page No
2.1	Source and Application of Funds	14
2.2	Aggressive Approach	16
2.3	Conservative Approach	17
2.4	Moderate Approach	18
2.5	The Cost Trade-Off	19
2.6	Types of Working Capital	20
3.1	Operating Cycle of Manufacturing Firm	46
4.1	Position of Current Assets	50
4.2	Current Assets to Total Assets	51
4.3	Current Assets to Fixed Assets	53
4.4	Cash and Bank Balance to Current Assets	54
4.5	Cash and Bank Balance to Total Assets	56
4.6	Inventory to Total Assets	57
4.7	Inventory to Current Assets	58

CONTENTS

	Page No
Recommendation	i
Viva Sheet	ii
Declaration	iii
Acknowledgement	iv
Abbreviation	v-vi
List of Tables	vii
List of Figures	viii
Table of Contents	ix-xi
	Page No.
CHAPTER ONE	
INTRODUCTION	1-7
1.1 Background of the Study	1
1.2 Statement of Problems	3
1.3 Objective of the Study	4
1.4 Significance of the Study	5
1.5 Limitations of the Study	5
1.6 Organization of the Study	6
CHAPTER TWO	
REVIEW OF LITERATURE	8-34
2.1 Introduction	8
2.2 Conceptual of Framework	8
2.3 Concept of Working Capital	9
2.3.1 Determinants of Working Capital	11
2.3.2 Source of Working Capital	12
2.3.3 Application of Working Capital	13
2.3.4 Working Capital Policy	14
2.3.5 The Cost Trade-Off	18
2.4 Classification of Working Capital	19
2.5 Adequacy of Working Capital	20
2.6 Need for Working Capital	21

2.7 Operating Cycle	23
2.8 Review of Research Studies	25
2.8.1 Review of International Studies	25
2.8.2 Review of Nepalese Studies	25
2.9 Review of Dissertation	29
2.10 Research Gap	34
CHAPTER THREE	
RESEARCH AND METHODOLOGY	35-48
3.1 Introduction	35
3.2 Research Design	35
3.3 Nature and Source of Data	35
3.4 Data Processing Procedures	36
3.5 Presentation and Analysis of Data	36
3.6 Tools of Data Analysis	36
3.6.1 Financial Tools	36
3.6.1.1 Composition of Working Capital	37
3.6.1.2 Liquidity Ratio	39
3.6.1.3 Profitability Ratio	40
3.6.1.4 Turnover Ratio	42
3.6.1.5 Leverage Ratio	44
3.6.2 Statistical Tools	45
3.6.2.1 Coefficient of Correlation or Covariance Method	45
3.6.2.2 Probable Error (P.E.)	46
3.6.2.3 Cash Conversion Cycle Model	46
CHAPTER FOUR	
PRESENTATION AND ANALYSIS OF DATA	49-85
4.1 Introduction	49
4.2 Position of Current Assets	49
4.3 Composition of Working Capital (Financial Ratio) Analysis	51
4.3.1 Proportion of Current Assets to Total Assets	51
4.3.2 Proportion of Current Assets to Fixed Assets	52
4.3.3 Proportion of Cash and Bank Balance to Current Assets	54
4.3.4 Proportion of Cash and Bank Balance to Total Assets	55
4.3.5 Proportion of Inventories to Total Assets	56
4.3.6 Proportion of Inventories to Current Assets	58

4.3.7 Proportion of Receivables to Total Assets	59
4.3.8 Proportion of Receivables to Current Assets	60
4.4 Liquidity Position	61
4.4.1 Current Ratio	61
4.4.2 Quick Ratio (Acid-Test Ratio)	62
4.4.3 Cash Ratio	63
4.4.4 Working Capital to Current Assets Ratio	64
4.5 Profitability Position	65
4.5.1 Gross Profit Margin (GPM)	65
4.5.2 Net Profit Margin (NPM)	66
4.5.3 Operating Ratio (OR)	67
4.5.4 Return on Assets (ROA)	68
4.5.5 Return on Net Worth (RONW)	69
4.5.6 Return on Working Capital (ROWC)	70
4.6 Turnover Ratio	71
4.6.1 Working Capital Turnover (WCT)	71
4.6.2 Inventory Turnover Ratio (ITR)	73
4.6.3 Receivable Turnover Ratio (RTR)	74
4.6.4 Cash and Bank Balance Turnover Ratio	75
4.7 Leverage Ratio	76
4.7.1 Short-Term Financing to Long-Term Financing Ratio	76
4.7.2 Short-Term Financing to Total Financing Ratio	77
4.8 Cash Conversion Cycle Model	78
4.9 Presentation and Analysis of Primary Information	79
4.10 Major Findings	80
CHAPTER FIVE	
SUMMARY, RECOMMENDATION AND CONCLUSION	86-92
5.1 Summary	86
5.2 Conclusion	87
5.3 Recommendation	88
Bibliography	93-95
Appendixes	96-123

ABBREVIATION

S. D. Ltd (SDL) = Sumy Distilleries Limited

NIDC = Nepal Industrial Development Corporation

PEs. = Public Enterprises

V.D.Cs. = Village Development Communities

WC = Working Capital

CAs = Current Assets

CLs = Current Liabilities

GWC = Gross Working Capital

NWC = Net Working Capital

ICP = Inventory Conversion Period

BDCP = Book Debts Conversion Period

RMCP = Raw Material Conversion Period

WIPCP = Work-in-progress Conversion Period

FGCP = Finished Goods Conversion Period

GOS = Gross Operating Cycle

NOC = Net Operating Cycle

NLL = Nepal Lever Limited

Ltd. = Limited

r = Correlation Coefficient

PE = Probable Error

Co. = Company

STF = Short-Term Financing

LTF = Long-Term Financing

TF = Total Financing

MPEs = Manufacturing Private Enterprises

FY = Fiscal Year

CATA = Current Assets to Total Assets

CAFA = Current Assets to Fixed Assets

CBCA = Cash and Bank Balance to Current Assets

CBTA = Cash and Bank Balance to Total Assets

I = Inventories

ITA = Inventories to Total Assets

ICA = Inventories to Current Assets

A/RTA = Receivables to Total Assets

A/RCA = Receivables to Current Assets

CR = Current Ratio

QR = Quick Ratio

GPM = Gross Profit Margin

NPM = Net Profit Margin

OR = Operating Ratio

ROA = Return on Assets

RONW = Return on Net Worth

ROWC = Return on Working Capital

WCT = Working Capital Turnover

ITR = Inventory Turnover Ratio

COGS = Cost of Goods Sold

RTR = Receivable Turnover Ratio

ACP = Average Collection Period

DOS = Days Sales Outstanding

OC = Operating Cycle

ICP = Inventory Conversion Period

RCP = Receivable Conversion Period

CCC = Cash Conversion Cycle

PDP = Payable Deferral Period

PCP = Payable Conversion Period