

## **CHAPTER- ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

Budgeting in a business sense is the detailed planned allocation of available resources to each department within a company. Budgeting allows executives to control overspending in less productive areas and put more company assets into areas which generate significant income or good public relations. Budgeting is usually handled during meetings with accountants, financial experts and representatives from each department affected by the budgeting. The study on Budgeting is important for every organization because it helps an organization for achieving its ultimate goals. Budgeting plays a vital role to ensure the success of an organization. It is a tool which may be used by the management in planning the future course of actions and in controlling the actual performance. Budgeting includes the preparation of various functional budgets, analysis of variance and presentation of projected income statement and balance sheet. In this study, profit plans used in public enterprises in Nepal, especially in "Gorkhapatra Sansthan" will be studied and analyzed.

#### **1.2 Background of the Country**

Nepal started its planned economic development in 1956 with the launching of first five year plan. From that time the number of PEs in the various fields has increased. It was believed that the government should play the dominant role in the national economic development of the country. For this purpose, the PEs is established to fulfill the needs of the people and develop the country. But in Nepal the corporation has not only failed to achieve their objectives but also have become a heavy burden on the national economy. The main cause of failure of PEs in Nepal are lack of management autonomy, inefficient use of means and resources, short sightedness and weakness on the part of

political leadership, lack of competitive ability, production of low quality goods and services, uncontrolled administrative expenses low motivation in incumbent human resources, adoption of traditional technology and minimum use of professionalism.

The history of PEs begins with the establishment of the Nepal Bank Limited. In 1950s, utilities such as:-Telecommunications, drinking water and sewerage, electricity and transport were being initially managed by the government departments. PEs expansion accelerated during the 1960s to the late 1970s. During that period Nepal relied heavily in public sector enterprises to promote economic growth. By the mid 1970s, 60 PEs had been established. However, unlike in most developing countries the growth of Nepalese PEs was not based on nationalization of private company except Nepal Bank Limited. In many cases, new PEs was created with the support of external donors including China, former USSR, The Netherlands, Japan, India and the Multi-national Agencies. In other cases, units already existing as government departments were converted into statutory corporations and other kinds of autonomous bodies.

### **1.3 Meaning of Public Enterprises**

Public Enterprises are the statutory companies which produce goods and services to satisfy the basic needs of the people. The government is the owner of such enterprises. The practicality of public Enterprises emerged with the concept of welfare state that state should be responsible to satisfy the basic needs of its people.

Usually the public Enterprises are established for production and marketing of fundamental goods and services in a suitable rate. The provision of services by public enterprises is a common practice in Europe and elsewhere. Usually the practice is highly significant in communist countries.

In Nepal in the mid 1950s, it was observed that the public enterprises were essential. Though Nepal is a country with mixed economy, in that time it was hard for any individual or private group to start the

business providing basic goods and services to the people. Accumulation of capital from private sector was difficult. The state took the initiatives; result of which is the establishment of public Enterprises. Public enterprises in Nepal in the past had contributed a lot to the people and the national economy. The government had established enterprises to provide and supply food products, petroleum products, basic medicines, convenience trading of imported goods, means of air and land transportation, means of communication, electricity etc. But in present scenario in almost all sectors there exist private national and international companies in the market. Because of the tough competition, many public enterprises are in loss. The performance of public enterprises weakened over the 2007/08 fiscal year, as 15 companies suffered losses leading to a decline in the volume of combined profits. Only a very few corporations are in a position to pay revenue to the government. Majority of them are hard pressed to sustain even everyday administrative costs. Most public enterprises have very weak financial position and lack professional competence. Because of the complicated bureaucratic structure and political appointment of the head of the corporation, most of the corporation lacks professionalism, experts and competence.

There are two qualitative dimensions to public enterprises, namely there are "public" and the Enterprises aspect. The public aspects of the two dimensional concept says that an entity must serve a public purpose, such as promoting industries in all region ensuring balance regional development, and or generally raising living standards. The enterprise aspects connotes that entity must function as a commercial indication trying to achieve the normal commercial objective expected of such body weight age given to each dimension will determine whether the enterprise will operate in the mature of the non profit service organization or a profit oriented company.

Public Enterprises is an organization, which is owned by public authorities to the extent of 51 percent, or more is under top management control of the owing public authorities in activities of a business character and it markets its output in the market of goods and services for a price. "Public enterprises are autonomous body which are owned and managed by government and which provides goods or services for a price. The ownership with government should be 51% or more to take and entity." (Narayan, 1997)

According to above definition, there will be certain characteristics of PES:-

1. Government Ownership
2. Service oriented aim
3. Government Controlled management
4. Autonomous personality
5. Public accountability
6. Mobilization of internal resources

#### **1.4 Public Enterprises in Nepal**

The Private sector investors do not take a leading role in the rapid socio-economic development of the country due to lack of both financial as well as non- financial resource including the non-availability of sufficient human resources. It was believed that the Government should play an important role in the national economic development of the country. For this purpose, PEs are established to fulfill the needs of the people and thus help in the development of the country.

Nepal started its planned economic development in 1956 and with the launching of the first five year plan. From then on the number of PEs in the various fields had increased. Nepal Bank Ltd, a commercial Bank was the first public enterprise to have separate legal identity in Nepal. There were about 70 PEs in Nepal before the privatization program of

the government and now there are only 43 PEs in Nepal. Some of them are in privatization process.

The history of PEs begins with the partial nationalization of the Nepal Bank Limited (established in 1936 in the private sector) in 1953. In 1950s, utilities such as:- Telecommunications, drinking water and sewerage, electricity and transport were being initially managed by the government departments. PEs expansion accelerated during the 1960s to the late 1970s. During that period Nepal relied heavily in public sector enterprises to promote economic growth. By the mid 1970s, 60 PEs had been established. However, unlike in most developing countries the growth of Nepalese PEs was not based on nationalization of private company except Nepal Bank Limited. In many cases, new PEs were created with the support of external donors including China, former USSR, The Netherlands, Japan, India and the Multi-national Agencies. In other cases, units already existing as government departments were converted into statutory corporations and other kinds of autonomous bodies.

#### ***1.4.1 The First Five Year Plan (2013 to 2018 B.S.)***

This is the very initiative taken by the Government with the purpose of basic industries in public sector within the country. It was thought that to provide greater public welfare but failed to attract private capital investment.

During this period, Seven Public enterprises were established. They are given below.

1. Royal Nepal Airlines Corporation.
2. Nepal Industrial Development Corporation
3. Timber Corporation.
4. Raghupati Jute Mills.
5. Asahaya Kalyan Kendra
6. Balaju Industrial District
7. Balaju Yantra Shala Pvt. Ltd.

#### **1.4.2 The Interim Period (2018 to 2019 B.S.)**

In this Interim period, three PEs were established those are listed below.

National Trading Ltd. National Construction Company of Nepal Ratna Recording Corporation.

#### **1.4.3 The Second Three Year Plan (2019 to 2022 B.S.)**

During this plan period, it seems that the Government of Nepal had a policy of establishing undertaker in the areas of public utilities building, infrastructure and financial sector. During this plan eleven PEs were incorporated which are given below.

1. Fuel Corporation.
2. Transportation Corporation.
3. Nepal Electricity Corporation.
4. Gorkhapatra Sansthan.
5. Birjunj Sugar Factory
6. Janakpur Cigarette Factory
7. Patan Industrial District
8. Hetauda Industrial District
9. National Commercial Bank
10. Nepalese Carpet P. Ltd.

#### **1.4.4 The Third Five Year Plan (2022 to 2027 B.S.)**

In this plan, the priority was given for import substitute goods or manufacturing goods of basic necessity and export oriented industries having great prospects of earning foreign exchange. These are based on local materials and producing needs to involve both private as well as public sectors in the industrialization process of the country.

During this period twelve PEs were incorporated:-

- Himal Cement Company.
- Agricultural Tools Factory Limited
- Agricultural Input Corporation
- Agricultural Development Bank

- Dairy Development Corporation
- National Insurance Corporation
- Nepal Tea Development Corporation
- Nepal Tele-Communication Board
- Chandeswari Textile Industry
- Cottage Industry and Handicraft Emporium
- Brick and Tile Factory
- Bansbari Leather and Shoe Factory

#### **1.4.5 The Fourth Five Year Plan (2027 to 2032 B.S.)**

In the beginning of fourth plan it was felt that the private sector could not setup all basic and feasible and feasible industries capable of making special contribution to the industrial development of the country. Within the period of this pan the new Industrial policy 1974 was also announced by HMG/N. During this period 27 PEs were established, the major PES are given below:-

1. Agro Lime Industry
2. Vegetable Ghee Industry
3. Royal Drugs Limited
4. Nepal Oil Corporation.
5. Nepal Food Corporation.
6. Credit Guarantee Corporation.
7. Royal Nepal Film"s Corporation.
8. Eastern Electricity Corporation.
9. Jute Development and Trading Corporation.
10. Culture Corporation.
11. Nepal Transit and Were Housing P. Ltd.
12. Drinking Water and Sewerage Board
13. Hetaunda Textile Industry
14. Nepal Chauri Ghee Industry.
15. Rastriya Chamal Factory
16. Tobacco Development Company
17. Nepal Livestock Company

18. Nepal Data Processing Center
19. Eight Paddy Rice Export Companies.

#### **1.4.6 The Fifth Five Year Plan (2032 to 2037 B.S.)**

In this plan adopted the Industrial Policy of 2031 B.S. and provisioned for the establishment of four industrial districts and four industrial ventures in the Public sector. During this plan period Nepal Carpet P. Ltd. and Vegetable Ghee Industry was privatization. In this plan Period, 8 PEs were established. Some are given below:-

1. Bhaktapur Brick and Tile Factory
2. Hetauda Cement Factory
3. Janak Education Material Centre
4. Security marketing Centre Ltd.
5. Agriculture project Service Center Ltd.
6. Hetauda Leather Company
7. Nepal Metal Company

#### **1.4.7 The Sixth Five Year Plan (2037 to 2042 B.S)**

This plan emphasis on increasing industrial and agricultural output, employment opportunity and fulfilling the minimum basic needs. In this plan in 2037 a new Industrial policy declared and the main feature of this policy was that all industries were kept open to privet sector except for the defense industry. During this plan Six PEs established.

1. Herb Production and Processing Company
2. Bhrikuti Paper Industry
3. Lumbini Sugar Factory
4. Nepalgunj paper Factory
5. Butwal Spinning Factory
6. Nepal Orient Magnetite



#### **1.4.8 The Seven Five Year Plan (3042 to 2047 B.S.)**

In this plan period those industries are not interested only such kinds of industries and the defense industry mobilization by Government and remaining sector hand over to private sector. During this plan period, three PEs were established.

1. Udayapur Cement Company
2. Nepal Television
3. Nepal Coal Limited

#### **1.4.9 The Eight Five Year Plan (2049 to 2054 B.S.)**

The first five year plan after restoration of democracy was published in 2049 B.S. applicable unto 2054, which is called eight five year plan. The main objectives of this plan are sustainable economic growth, alleviation of poverty and reducing of regional imbalances. Further the priorities are set out according objectives and one of those is employment generation and resources development which is vital for the country to generate employment and other skilled manpower through public and private sector. The proposed economic growth rate for the period of 1992-1997 is 5.1 percent. In this plan period no PES was established. This plan has laid down the more emphasis on privatization of PEs. Highlighting the necessity of privatization especially to accelerate the pace of national development it has become necessary to increase efficiency in all areas through proper and efficient management. Together with this it has become necessary to bring about changes in the structural framework of the Corporation in order to enhance the stander of services rendered by them. The following regions make the privatization of PEs necessity.

1. Most of the enterprises are running losses
2. PEs are over staffed
3. Unnecessary Government interference's
4. PEs lack commercial ethnics
5. Lack of skilled professional and responsible management in Corporation.

The above reasons were taken as basic points by H.M.G. for privatizing PEs. The main objectives of privatization are concerned with the development of industry and business sectors. Increment in productivity and efficiency in the mobilization of saving and increase in public participation in Commercial field are more guideline taken by the government for privatization (The Eight Plan, National Planning Commission, July 1992:691)

#### ***1.4.10. The Ninth Five Year Plan (2054 to 2059 B.S.)***

Ninth plan has encouraged next to private sector and foreign investment. In spite of the past efforts of more than four decades for industrialization, the contribution of industrial sector to gross domestic product is below 10 percent. This sector provides employment to mere 2% of labor force. It clearly indicates the miserable condition of industrialization and entrepreneurship in Nepal.

#### ***1.4.11 The Tenth Five Year Plan (2059 to 2064 B.S.)***

The objectives of the current tenth plan in the field of government Corporations is to make the national economy, dynamic and competitive through the creation of competitive environment by privatizing the PEs that do not need to keep under Government ownership and management. In course of privatizing the Governmental academy operating on the basis of aspects like the nature of function, form, financial transaction situation and additional requirement of capital.

#### **1.4.12 Objectives and importance of public enterprises in the context of Nepal**

It is well known fact that PEs are established to develop socio-economic development of our countries. PEs has to maintain proper Balance between Profit Motive and service motive. They help to raise living standard of people. The main objective of PEs is as follows:-

- i) Accelerating the rate of economic growth

- ii) Development of infrastructure of the country
- iii) Provision of Public Utilities
- iv) Supply of essential commodities
- v) Balance regional development
- vi) Acting as model entrepreneur
- vii) Contribute to national fund
- viii) Strengthening sick industries
- ix) Generating employment opportunities
- x) Preventing concentration of economic power
- xi) Establishment of welfare oriented society
- xii) Initiate research and development activities

#### **1.4.13 Problem of Public Enterprises (In Context of Nepal)**

In the context of public enterprises, the major problems of preparing and implementing profit plans are the conflict in its broad objectives. A public enterprise is answerable not only for conduct of business on proper but also conforming to bad disciplines which are imposed by the government. Absence of profit management, interference by government and lack of control and accountability are the problem of PEs. The major problems of PEs are as follows:

- i) Lack of appropriate accounting system
- ii) Inadequate cost system
- iii) Inadequate statistics of past operations
- iv) Failure to obtain co-operation
- v) Bad organization
- vi) Inefficient market analysis
- vii) Routine procedures not sufficiently designed
- viii) Attempt to forecast too far in advance
- ix) Insufficient use of quantity figures
- x) Failure of managing director to give active support
- xi) Too many forms too much detail
- xii) Inadequate supervision and administration

#### **1.4.14 Types of Public Enterprises**

There are different types of PEs established. They are classified as follows:

##### **Based on Investment**

- i) Government Public Enterprises
- ii) Semi- Government Public Enterprises
- iii) Private-Public Enterprises

##### **Based on Nature**

- i) Industrial Public Enterprises
- ii) Trading Sector Public Enterprises
- iii) Service Sector Public Enterprises
- iv) Public Utility Sector Public Enterprises
- v) Financial Sector Public Enterprises
- vi) Social Sector Public Enterprises

##### **Based on Legal Nature**

- i) Statutory Corporation
- ii) Companies

#### **1.5 Evaluation of Public Enterprises in Nepal**

Nepal has followed a policy of a mixed economy like India, Pakistan, Srilanka and Burma etc. In the other countries following mixed economies, it is really well to establish the PEs, considering that in the past, the government had made the policies to develop the public sectors by using public funds, tax or other reserve fund etc. First Planning period in Nepal started in 2013 B.S. After the crumbling of the rana regime and the introduction of democracy in 2007 B.S. people of the country became aware of the situation of the country and how backward they were than the other countries in the neighborhoods of Nepal. People wanted rapid development and thus they pressed the government to invest in the sectors which will help in the development of the country. The government obliged, thus laying the foundation of PEs today.

### **1.6 Financial performance of PEs in Nepal in different sector**

Apart from the public utility sector such as water supply, electricity, telecommunication where the corporation seems to have monopoly the PEs have been disappointing in their performance. The government had total of Rs. 17943.4 million as share investment and Rs. 53298.9 as loan investment in PEs as on F/Y 2067/68 in every sector and has received only Rs.357 million as dividend and this is a poor return. Whenever there comes a situation of competing the public enterprises are the worst because they lack competent manpower with professional attitude. The total losses of PEs were Rs. 2615.1 million in fiscal year 2067/68. (MOF, 2005)

### **1.7 Measures for improvement of a PEs**

By observing the financial performance of the PEs there is no room for satisfaction. The share and the debenture investment are increasing instead of the profit. The reserve of loss is increasing as a result the return is decreasing in those enterprises. So it is necessary to change the management of the PEs. However privatization is the easy and best method to improve the Performance of PEs and it has been already started in our country. But the lack of the private entrepreneur and capital, it is suitable to improve the PEs too. So, to increase the efficiency of PEs the following points should be improved.

- 1) Setting Clear objectives
- 2) Reward and Punishment
- 3) Privatization
- 4) Improving through fiscal instrument
- 5) Improvement in personnel management
- 6) Higher managerial autonomy and accountability
- 7) Technical and professionally competent employees

### **1.8. Privatization of Public Enterprises**

"Government has a history of failure in attempting to manage direct the production of private goods and services. Around the world the

record of public enterprises management is one of disaster.”[ Summer and Thomas,1993]

When government does the things they should not do, they are stretched too I the thing s they must do. “The term privatization refers to any shift in actively from the public to the private sector. This could involve merely the introduction of private capital or management or ownership into a public sector actively. But more typically, it involves the transfer of ownership of public enterprises to the private sector.”[Shyam Joshi, Public Enterprises Management 2053, P.No 185]

From the above definition private sector participated in the management and ownership of PEs. Activities of the management may be contact and; ease, and contracting facilities that are defined by the government. There are four forms of privatization, which are given below.

- a) Complete Privatization
- b) Joint Ownership Privatization
- c) Management Contact Privatization
- d) Lease Privatization

Table 1  
**Disinvested, Dissolved, and Liquidated Public Enterprises**

<b>S. N.</b>	<b>Name of the Public Enterprise</b>	<b>Year of Privatization</b>	<b>Mode of Privatization</b>	<b>Percentage of Share Sold</b>	<b>Selling Price (Rs. '000)</b>
1	Brikuti Paper Factory	1992	Assets and Business Sales	-	22,9800
2	Harisidhhi Brick and Tile Factory	1992	Assets and Business Sales	-	21,48,30
3	Bansbari Leather Shoe Factory	1992	Assets and Business Sales	-	29,854
4	Nepal Film Development Company	1993	Share sales	51.0	64,662
5	Balaju Textile Industry	1993	Share sales	70.0	17,716

6	Raw Hide Collection and Processing Centre	1993	Share sales	100.0	39,90
7	Nepal Bitumen and Barrel Industry	1994	Share sales	65.0	13,127
8	Nepal Lube Oil	1994	Share sales	40.0	31,057
9	Nepal Jute Trading Development Company and	1993	Liquidation	-	-
10	Tobacco Development Company	1994	Liquidation	-	-
11	Nepal Metal Factory	1996	Share sales	51.0	14,473
12	Raghupati Jute Mills	1996	Share sales	65.0	82,204
13	Nepal Bank Limited	1997	Share sales	10.0	12,51,40
14	Agriculture Project Service Centre	2001	Liquidation	-	-
15	Nepal Tea Development Corporation	2000	Share sales	65.0	26,71,05 per year rent-40,00
16	Biratnagar Jute Mills*	2002	Management Contract	-	-
17	Himal Cement Industry Ltd.	2002	Liquidation	-	-
18	Cottage Handicraft Sales emporium	2002	Liquidation	-	-
19	Nepal Coal Limited	2002	Liquidation	-	-
20	Hetauda Textile Industry	2002	Liquidation	-	-
21	Nepal Transport Corporation	2002	Dissolved	-	-
22	Butwal Power Company	2003	Share sales	75.0	87,4200 and US\$ 1 million
23	Birgunj Sugar Factory Ltd.	2003	Liquidation	-	-
24	Agriculture Inputs Factory Limited	2003	Liquidation	-	-
25	Bhaktapur Brick Factory Limited	2004	Asset and Business Sales	-	14,500 ( asset sale )31,900 (10 years lease)
26	Lumbini Sugar Factory	2006	Asset and Business Sales	-	78,600 ( asset sale) 42,12 ( per year rent)
27	Nepal Rosin and Turpentine Industry	2006	Asset and Business Sales	-	11,01,00 ( asset sale) 30,12 (

					per year rent)
28	Agriculture Lime Industry Limited*	2006	Liquidation		
29	Nepal Drilling Company	2006	Liquidation		
30	Nepal Telecom	2008	Share Sales	8.53	4,26,41,39

Table 2

**Amount borne by the Government to pay the liabilities of Liquidated or Privatized Public Enterprises.**

(Rs. in Lakhs)

S.N.	Name of the Public Enterprise	up to 2008/09	2009/10	Total
1	Himal Cement Company	4302	0	432
2	Bhaktapur Brick Factory	2062.31	0	2062.31
3	Birgunj Sugar Factory	7088.04	36.65	7124.69
4	Agriculture Inputs Factory	561.16	1.64	561.16
5	Nepal Rosin and Turpentine Limited	1808.12	0	1808.12
6	Lumbini Sugar Factory	5089.67	0	5089.67
7	Agriculture Lime Industry Limited	825.86	0	825.86
8	Nepal Coal Limited	83.91	0	83.91
9	Nepal Transport Corporation	4977.53	0	4977.53
10	Hetauda Textile Industry	5360.35	0	5360.35
11	Cottage and Handicrafts Sales Emporium	810.33	0	810.33
12	Nepal Tea Development Corporation	1191.38	0	1191.38
13	Butwal Spinnig Mills	4722.45	0	4722.45
14	Biratnagar Jute Mills	10386.28	587.22	10386.28
15	Nepal Bitumin and Barrel	0	5.87	5.87
<b>Total</b>		<b>49269.39</b>	<b>42.52</b>	<b>49311.91</b>



### **1.9. History of Nepalese Media**

Mass media is third arm of Nepal today. Media is regarded as very powerful aspect of the nation. It is 'Voice of Voiceless' and 'Leg of a lame'. Thus, media plays vital role in the development of a country. Studying about media has grown rapidly these days as it is very significant to us. To know about it, we need to learn to the root of it. The history of mass media in Nepal dates back to centuries.

Decades, there was system of 'Katuwal Karauney' in Nepal for the sake of communication. Katuwal was the person who was responsible for the dissemination of the information throughout the villages and a nation. Also, pigeons, horses were used to transfer the information through letters in the previous era of Nepal. 'Gaiyenes' and 'Gandharvas' were said to be transferring the news through their songs from one part of the nation to the other. There were many traditional ways to communicate. But, with the pace of time mass media became more advanced and forward.

The historical development of mass media can be eyed clearly dividing the stages onto five different parts:

#### **1) Pre- Gorkhapatra Period (Before 1901 A.D)**

Before the arrival of printing press in Nepal, Late king Prithivi Narayan Shah had established postal systems and had used traditional ways of communication effectively throughout the nation. But, the period which is after the arrival of printing press is modern history of Nepal. The modern history of mass media in Nepal starts with the coming of printing press brought by Jangha Bahadur Rana in 1851 A.D(1908) B.S. from Britain.

This printing press was named as 'Giddhe Chhapakhana' for the reason it contained the sign of eagle in it. Since then, it gave way for the printing media of Nepal. After this press, "Manoranjana" press was

established. After 3 years of its establishment 'Muluki Ain' of Nepal was published. This was of 1038 pages.

The first magazine to get published in Nepali language was 'Gorkha Bharat Jiwan' which was printed in Banaras of India. Meanwhile, the first magazine published in Nepal in Nepali language was 'Sudha Sagar' in 1898 A.D which was printed by Pashupat Press. It's not that only these two magazines were published during those periods, but then many magazines got published in Nepali language for India. Similarly, other printing presses were 'Jungi Lithography Press' , ' Chandra Prabaha Press' , 'Buddha Press', 'Narayan Press' and 'Pashupat Press'.

## **2) 1901 – 1951**

Due to strict Rana Rules, peoples were not allowed to publish newspapers. After the establishment of Dev Samsheer's policy, people were then allowed to publish newspapers. Gorkhapatra was first established in 1901, after the 2 years and 10 months of the publication of 'Sudha Sagar' in Nepal. In 2000 B.S Gorkhapatra was published twice a week. Chronologically, in 2003 B.S it got published thrice a week. The name of the editor of this newspaper was not legalised to publish by Rana Rulers till 1934 A.D. Aftermath, literary magazine 'Sharada' was published. On 1913 A.D telephone service was started. After producing 500 kilo watt electricity in 1911 A.D Nepal entered to the era of electric press.

## **3) 1951 – 1961 (Democracy Period)**

The year 1951 A.D. was bad luck for the Ranarchy. Rana Rule ended in this era and gave way to multi party system which led the nation to Democracy. After the arrival of democracy in Nepal, 'Awaj', the first daily news paper of Nepal got published. Some of the daily newspapers published during democracy period are Samaj, Nepal Samachar, The Motherland, Dainik Samachar, Fillingo, Naya Samaj,

Sahi Rasta, Diyalo, Kalpana, and commoner, Goretor, Prabakta and Everest News.

The real development of mass media started in this period. Bi-lingual newspapers got their way in the history of mass media. In 20th Chhaitra, 2007 B.S., radio broadcast was formally established in this period. There were two agencies in this period, Samvad samiti and Sagarmatha Samvad Samiti. His Majesty's government contributed for the first press commission of 1956 A.D.

#### **4) 1961 – 1990 ( Panchayat Period)**

King Mahendra threw the multi – party system by being dissatisfied with the work of P.M. B.P koirala of that time. Due to this autocratic rule had enveloped the nation. This period is also known as the darkest period in the field of Mass media in Nepal. Journalists were abducted, prohibited from their rights, killed and threatened. Thus, Panchayat period became the barrier for the continuous development of Mass media in Nepal. So, we can divide this period into two parts : Pre – referendum and the post referendum, where referendum greatly had influence on mass media by creating a gap between anti – panchayat and pro – panchayat journalists.

However, there were some remarkable infrastructure development during this era . Gorkhapatra was made daily newspaper in 1961 A.D. After that 'Rising Nepal' first newspaper in English got its position. Some magazines such as Madhuparka and Yuvamanch (both in Nepali), the Nepalese Perspective (in English).

The film industry of Nepal has a history with Panchayat period. Documentary about the 42nd birthday of King Mahendra was created by Hira Singh Khatri who came from Bollywood of India. At the mean time, the first Nepali film was produced in India in 1950. The first film in Nepali language was 'Satya Harischandra'. Whilst, 'Aama' was the

first feature film made in 1965 with Black and White colors. Later, Nepali films became color in this period.

In this period, a national news agency name 'Rastriya Samvad Samiti' was established in 1962 A.D. This agency was later renamed as 'Rastriya Samachar Samiti'. The other development activities that occurred in this period were multi – color printing press got its way.

In the other hand, Ministry of Information and communication was established in 1971 A.D. Some of the remarkable corporations which helped in uplifting the mass media in Nepal such as Gorkhapatra Sansthan, Royal Nepal Film Corporation, Nepal Telecommunication Corporation, Ratna Recording Corporation, Cultural Corporation, RSS, and Sajha Prakashan etc were all established in this panchayat period.

The project to enter Satellite Communication with the joint collaboration of HMG, Nepal and British Government happened in the year 1982. This helped in the telephone service, telex, fax and many more elements.

National radio, Radio Nepal got true shape of national broadcasting service during this period. The other stupendous result in the age of panchayat regime was that the television station to got established. The Nepal Television was established in 2042 B.S formally.

Although, it was tough for journalists and mass media for the dissemination of information, Nepali journalism was divided as pro – Panchayat and anti – Panchayat. Many journalists were in the favour of democracy. Thus, Panchayat system can be defined as "era of struggle for press freedom and infrastructure development in Nepalese media."

## **5) 1990 to Onwards (After the Restoration of Democracy)**

The multiparty system was restored in this era which returned by the Democracy in Nepal. This has access effect in the development of mass media positively in Nepal. The establishment of constitution secured the freedom of opinion and expression in 1990, along with guaranteeing the right to press and publication. Following, the right to information was formulated. This gave way for the rapid development of mass media in Nepal. The colourful broadsheet dailies, including Nepali and English language were published. News magazines such as Himal, Nepal, Samaya etc emerged. The Kantipur publication was established with more than Rs 30 million. It published Kantipur and The Kathmandu Post in 2049 Falgun 7th which were the first broadsheet national dailies from private sector. New wave of F.M broadcasting from non-government and private sector is started. Some private channels are Channel Nepal, Image Metro, and Kantipur Television etc. In 2061 Bhadra Kantipur, Channel Nepal and Space Time were vandalized by unknown groups of people, which can be taken as black day in Nepalese media.

The participation of women in Nepalese journalism is relative not so old. In the year 2008 B.S., after the publication of monthly magazine "Mahila" women's participation in Nepalese media was observed. Sadhana Pradhan and Kamakshya Devi were editors, for the magazine. Since then some women were seen as editors for weekly and monthly magazines. The restoration of democracy in 2006 has paved the way for the development of media in Nepal. Local FM radio stations had started airing the programs in local languages.

Meanwhile, the study of journalism was included in the secondary education course as well as higher secondary board offered education in Mass Communication and journalism in Nepal. We do have under graduation and graduation programmes in the field of Media Studies,

Mass Communication and Journalism in various colleges and Universities now.

Thus, those were the eras of the history in the development of mass media in Nepal. New technologies of Internet and mobile phones are taking place in the market day by day. This indicates the progress of mass media in Nepal.

#### **1.10. Background of Gorkhapatra Corporation**

Gorkhapatra Sansthan was only one government organization in Nepal which was established in Rana Regime in time of Rana Prime Minister Dev Shamsheer Rana. In the beginning of the establishment, it published the Gazette of government but later in 1850, Rana Prime Minister Junga Bahadur Rana brought publication instrument i.e. Giddhe Press from England and the corporate publication of news paper and Gazette was started to publish in Nepal.

The publication of evening issue of Gorkhapatra was started from 2nd Kartik 2019 BS. It was continued till 22nd Ashoj 2022 BS. But due to different reasons the publication of evening issue was closed down. Gorkhapatra Sansthan is under control of ministry of communication information. The corporation is continuously facing interference from Government, Cabinet, parliament and political parties. NG has provided operational autonomy to all public enterprises but in real practice all the decision regarding Corporation is made by Government.

The Gorkhapatra Sansthan even is not free to publish current news if it is not favors of Government. The Corporation is badly over staff due to different pressures. The main cause of poor performance of Corporation is excessive Government and political inference and dominance.

**Table-3**  
**Publications of Gorkhapatra Sansthan**

<b>S.N</b>	<b>Name of Publication</b>	<b>Kinds of Paper/news</b>	<b>Started Date</b>	<b>Discontinued</b>
1	Gorkhapatra	Nepali Daily	1958 Baishakh 24	-
2	The Nepalese perspective	English Weekly	2021 Ashoj	Discontinued
3	The Rising Nepal	English Weekly	2022 Poush 1	-
4	Madhupark	Nepali Monthly	2025 Jestha	-
5	Yova Manch	Nepali Monthly	2045 Ashad	-
6	Sunday Dispatch	English Weekly	2047 Baishakh 9	Discontinued
7	Muna	Nepali Monthly	2047 Poush	-
8	Manoram Apsara	Nepali Monthly	2055 Baishakh	Discontinued

*Source: Gorkhapatra Sansthan*

Gorkhapatra Sansthan has been providing continuous contribution through the various ways to the nation according to its motto.

### **1.11. Focus of the Study**

This study will focus on the evaluation of different operation budget and planning of Gorkhapatra Sansthan. Special emphasis will be given on a comparative analysis of following budget of Gorkhapatra Sansthan.

1. Sales Budgets or Sales Plan
2. Production Plan or Budget
3. Inventory
4. Material purchase plan
5. Planning and controlling of direct labour costs.
6. Overhead budget
7. Capital budgeting

### **1.12. Statement of the Problem**

Gorkhapatra Sansthan is an important enterprise in the publication media. In past it was earning corporate profit for several years but currently it has faced different types of problems. Like other public enterprises, Gorkhapatra Sansthan is also facing financial crisis. So, the financial analysis of past years could guide the Corporation to improve its financial position in future.

“In spite of the adoption of mixed economy in Nepal, the role of the public enterprise had been assuming considerably more and more significance in the Socio-economic development process of the country.” (Shrestha;1982:62) Public enterprises should contribute to the Government revenue besides saving their own interest. Although there are many problems existing into the public enterprise in Nepal, the problem of budgeting is common.

Every public enterprise the main problems of enterprises is defective objective setting procedures. The other main problems of public enterprise are that they are failed to use least technology and infrastructure. The present study will try to analyze and examine the profit planning side of Gorkhapatra Sansthan.

Budgeting the profit planning is an artistic work, without proper planning for profit, it will not just happened it should be managed, for this effective supervision of individual operation and practical administration is necessary. The present situation had indicated that the profit planning either has not been properly formulated or it has not been implemented of Gorkhapatra Sansthan. So it is felt that there should be a serious study on present situation of this corporation. On the other hand, the present study will try to analyze and examine the profit planning side of Gorkhapatra Sansthan. Budgeting the profit planning is an artistic work, with out proper planning for profit, it will



not just happened it should be managed, for this effective supervision of individuals operation and practical administration is necessary.

The present study will try to examine and analysis the practice of profit planning in Gorkhapatra Sansthan. Therefore Gorkhapatra Sansthan has faced following problems.

1. Gorkhapatra Sansthan has failed to make effective budgeting program.
2. Gorkhapatra Sansthan has not followed major problem for developing and implementation.
3. Gorkhapatra Sansthan has not showed good performance, it has faced communication gap between top and lower level employees.
4. Gorkhapatra Sansthan has failed to make effective strategy, on competitive with other media.

### **1.13. Objectives of the Study**

The main objective of the study is to find out analysis the impact of comprehensive budgeting or profit planning on Gorkhapatra Sansthan's profitability. The specific objectives as follows:-

1. To analyze the preparation of various functional budget of Gorkhapatra Sansthan
2. To examine the present practice and effectiveness of profit planning in Gorkhapatra Sansthan.
3. To analyze the variance between target and actual sales of the Gorkhapatra Sansthan.
4. To analysis the problem and point out the suggestion and recommendation for improving the profit plan.

### **1.14. Significance of the Study**

Since Gorkhapatra Sansthan is running in better position, the detail study may provide different knowledge to other loss bearing corporation to follow into the foot steps of the corporation and plan for profit accordingly, conclusions and certainly availed some sort of

recommendations that may be useful for the corporation itself and for the researcher too. The proposed study is done in Gorkhapatra Sansthan keeping in view its role as a supplier in the national economy.

This study is done in order to understand the practical aspects of theoretical framework that are read in the classroom. Similarly conclusions and recommendations drawn may be helpful to the management itself and to any other people who are interested in knowing about the functioning of Gorkhapatra Sansthan in the economy of Nepal and its performance as a whole.

The study is also useful to any parties interested in Gorkhapatra Sansthan and related suppliers and for any other academic purpose and to any other person conducting research in these sorts of companies and to any other scholar.

The present study will highlight the application of profit planning using various tools of budgeting and other systematic technique in public enterprises in Nepal, especially in Gorkhapatra Sansthan Limited. This study will highlight and analyze the problems and prospects in budget application and implementation. The study will also examine and review the present and historical literature.

#### **1.15. Limitation of the Study**

In the context of Nepal, very few studies and researches have been made in respect of budgeting of profit planning of Nepalese public enterprises. This study holds some importance in the since that a periodic change required to collect the information about the approach and practice so as to highlight about the application of detailed and systemic approach of profit planning in Nepalese public utility and social enterprises. The present study analyzes the problem and prospects in budget application and implementation. This study also

analyzes the effectiveness of PPC in representative enterprise. The present study will also examine and review the present and historical literature. Besides these, the present study will serve the general interest of various people as well as to the researchers of this area. Lastly the present study attempts to provide valuable suggestion and recommendations which will serve the manager making profit plans in the Gorkhapatra Sansthan, and as well as this study will help to overcome the certain PEs problems regarding budgeting activities. Therefore the present study is not free from the following limitation.

- a) Limited time is available therefore every detail are not possible to be investigated.
- b) This study is only a case study hence the conclusion drawn from the study does not ensure wide applicability in all types of enterprises running in different situation.
- c) The study is more concerned with the major problems faced by the enterprises.
- d) Due to constrains of different situation the more latest data can't be available only covering from 062/063 to 2065/066.
- e) Availability of relevant data and other information of Gorkhapatra Sansthan will determine its scope.
- f) The whole study is mainly based on secondary data and the necessary detail information are collected from the management of Gorkhapatra Sansthan.

#### **1.16. Scheme of the study**

The study has been organized into five chapters: the six chapters are as follows:-

Chapter I :	Introduction
Chapter II	Review of Literature
Chapter III :	Research Methodology
Chapter IV :	Presentation and Analysis of Data
Chapter V :	Summary, Conclusion & Recommendation

## **CHAPTER- TWO REVIEW OF LITERATURE**

### **2.0 CONCEPTUAL REVIEW**

#### **2.1 Profit**

Profit is primary objective of a business. The word profit implies a comparison of the operation of business between two specific dates, which are usually separated by an interval of one year. In order to optimize those corporate source of wealth on which national prosperity depends, the basic financial objective of companies is to maximize, with in socially acceptable limits, profit from the use of the funds employed by them. No company can survive long without profit for: profit is the ultimate measure of its effectiveness, and in a capitalist society, there is no feature for a private enterprise which always incurs losses.

Profit is a signal for the allocation of resources and a yardstick for judging managerial efficiency. In fact, it is the growth of profit which enables a firm to pay higher dividend to its ordinary share holder. Profit result from transaction. Profit is the dominant goal in business, and profit making should be the main objectives in term of which the general effectiveness of an organization is measured. Profit is also defined as a surplus of revenues and the after the deduction of all the expenses incurred on earning it. Usually, profit does not happen; they are managed.

Profit is the income received by the organizer. It is the reward for the services of an entrepreneur. A firm makes profit when it receives a surplus after it has paid interest on capital; wage to labor which is equal to the difference between the total revenue and total cost of production. Profit earned by the entrepreneur may be broadly divided into two categories viz. the gross profit and net profit. Gross profit of the entrepreneur refers to whole of the income earned by him. It

consists of the reward for the factors of production supplied by the organizer himself, regard for management and reward for the organization of production.

Profits are the excess of income over cost of production. The expenses made on raw material, labor, interest, fuel, power are included in cost. There is controversy as to the definition of the term profit itself. Ordinarily, the term profit is defined in terms of accounting concept. According to accounting definition "profit is the residual of sales revenue minus the explicit cost of doing business." This profit is the amount available for ownership or equity after payment is made to all other factors used the form. J.M. Keynes held the view that profits resulted from favorable movement of the generable price level.

Mrs. John Robinson Chamberlain opined that greater the degree monopoly power, the greater the profits made by the entrepreneur (Joshi; 276-277). Thus economic theories of profit have been categorized into three broad groups. The first look on profit is the reward for bearing risk and uncertainty, the second view profit and the consequence of friction and imperfection in the competitive adjustment of the economy to dynamic changes, the third sees profit as the reward for successful innovation. The word profit has different meaning to business, accounts, tax collection, worker and economist, and it is often used in loose sense that buries its real significance and destroys the basic for discussion. In appraising a company, we must first understand how profit arise before we can decide improve the company's profit position. Usually, profit do not just happen, profit are managed (Lynch and Williamson, 1989:99).

Hence, profit is the amount left after deduction of cost from revenue. It determines from cost and revenue. It is the reward of bearing risk, innovation. Every business enterprises invest huge amount to take a higher degree of risk and they are expected higher rate of return. Each

business firm is primarily established with a view to earn profit. So, profit is necessary for any type of business.

## **2.2 Planning**

In general sense, planning is the determination of anything in advance of action. It is essentially a decision making process that provides a basic for economical and effective action in the future. Effective planning sets the stage for integrated action to take places, reduces the number of unforeseeable crises, reduces the number of unforeseeable crises, promotes the use of more efficient methods and provides the basis for the managerial function of control thereby assuring focus on the organization objectives.

The Planning processes both short and long is the must crucial component of the whole system. It is both the foundation and the bond for the other elements because it is through the planning process that we determine what we are going to do, how we are going to do it and who is going to do it. It operates as the brain center of an organization and like the brain, it both reasons and communicates. Planning entails regular measurement of progress towards objectives and goals and the execution of strategies and action program. Planning should be continuous process and not a once-a year exercise. It should involve all these, whose jobs have a significant effect on the fortunes of the company.

## **2.3 Budgeting**

Budgeting is defined as a comprehensive and coordinated plan, expressed in financial terms, for the operations and resources of enterprises for some specific period in the future. When the management plans for profit for a certain period of time, it is called profit plan. As an estimation and predetermination of revenue and expressed that estimates how much income still be generated and how it would be spent in order to meet investment and profit requirement.

In the case of institutional operations it presents a plan for spending income in a manner that doesn't result in loss. It represents an overall plan of operations, covers of definite period of time and formulates the planning decisions of management. "Profit planning is a detailed plan of action during a period of one year or less. Profit planning helps a firm's financial manager to regulate flow of funds, which is a primary concern."

"Profit plan is a short term financial plan. It is an action plan to guide managers in achieving the objectives of a firm. A profit plan is a comprehensive and coordinated. Plan resources of enterprises for some specific period in future." (Flesher; 1980:144).

Budgeting is financial a narrative expression of the expected result from the planning decisions. It is called the profit plan (or the budget) because it explicitly states the goal in terms of time expectations and expected financial result for each major segment of the entity.(Welsch, Hilton, Paul And Gordon; 2001).

Budgeting means the development and acceptance of objectives and goals and moving an organization efficiently the achieve objectives and goals. Profit planning is the heart of management. Without proper planning of profit it will not just happen. So, any types of enterprise should systematically plan for profit in proper way. The success of each enterprise in realizing its optimums profit in each year will be determined by the extend to which it establishes its objectives, develops coordinated plans to meet those objectives and exercise control results reach or exceed those planned. This entire process constitutes the budgetary planning and control program. It includes revenues, cost, profit, cash, and working capitals. Fixed assets, financing and dividends distributions. It extends throughout the entire organization from the chief executive to the frontline supervisory levels. Profit planning and control has the ultimate objectives of

attaining the optimum profit. Profit planning in fact is a managerial technique. It is such a written plan in which all aspects of business operations with respect to a definite future period are included. It is a formal statement of policy, plan, objectives and goal established by the top management in respect of some future period. It is a pre-determine detailed plan of action develop and distributed as an audit to current operations and as a partial basis for the subsequent evolution of performance. So, we can say

that, profit planning is a tool, which may be used by the management in planning the future course of action and in controlling the actual performance.

Profit is an outcome of effective and efficient management, which is effected by various factors. Profit planning is that tools which managers all the factors efficiently and effectively. "A profit planning is an advance decision of expected achievement based on most efficient operation standards of in prospect of time. It is established against which actual accomplishment is regularly compared." (Manandhar; 1997:337)

Modern profit planning encourages action and recognizes the divisional and department autonomy and responsibility of mangers, motivating them to strive for attainment of the corporate goal. Profit planning is directed to the final objectives if the business and generally includes all of its important elements. Profit planning is especially effective in enabling middle management to help plan profit and control cost. Profit planning is management's primary tools to accomplish its objectives.

Since profit plan is flexible and depends upon the size of the firm, so that the formats and rules regarding profit plan also varies according to the nature of the business organization. Profit plan is prepared with in the environment of relevant variables and strength and weakness. Organizational broad objectives are defined and they are specified in



particular goals. Basic strategies are communicated to the line and staff managers. Generally two types of profit plans are generated for short-term objectives tactical plans are developed. The type of profit plan depends upon the nature of business entity. Generally for manufacturing enterprises following plans are prepared:

1. Sales Budget
2. Profit Budget
3. Raw material Budget
4. Purchase budget
5. Inventory budget
6. Labor hours and cost budget
7. Manufacturing overhead Budget
8. Administrative expenses budget
9. Selling expenses Budget
10. Capital expenses budget
11. Flexible Budget
12. Cash budget
13. Projected income statement
14. Project balance sheet
15. Variance analysis of performance report.

#### **2.4. Advantage of Budgeting**

The following main arguments are usually given for Budgeting.

1. It forces early consideration of basic policies.
2. It tends to remove the cloud of uncertainty that exists in much organization, especially among lower levels of management relative to basic policy and enterprises objectives.
3. It requires adequate and sound organization structure that is; there must be a definite assignment of responsibilities.
4. It frees exclusive from many day to day internal problems through predator mind polices and clear cut authority relationship. It thereby provides more excessive time for planning and creating thinking.

5. It compels all members of management from top down to participate in the establishment of goals and plans.
6. It reduces cost by increasing the span of control because fewer supervisors are needed.
7. It requires that management put down in figures what is necessary satisfactory performance.
8. It installs at all level of management the habit of timely, careful and adequate consideration of the relevant factors before reaching important decision.
9. It compels departmental managers to make plans of other departments and of the entire enterprises.
10. It compels management to plan for the most economical use of labor, material and capital.
11. It requires adequate and appropriate historical accounting data.
12. It forces a management to give adequate attention to the effect of general business condition.
13. It pinpoints efficiency and inefficiency.
14. It promotes understanding among members of management of their co-workers problems.
15. It forces a periodic self analysis of the company.
16. It checks progress for lack of progress toward the objectives of the enterprises.
17. It rewards high performance and seeks to correct unfavorable performance.
18. It forces recognition and corrective action.
19. It aids in obtaining bank credit. Bank commonly require of projection of future operation and cash flow to support large loan.
20. It force management to consider expected future trends and conditions (Welsch, Hilton, Paul and Gordon; 2001:60-61)

## **2.5. Fundamental of Budgeting**

Basically, comprehensive Profit planning and control offers a systemic, practical and proved approach to the management process properly

viewed, Profit planning and control is comprehensive system to coordinate all aspects of the management process, carefully knitting together the cost ends of management and operations. This all inclusive concept of the Profit planning and control process is frequently minimized or completely overlooked in main of the literature and discussion on the subject.

### **Managerial Involvement and Commitment**

PPC program requires in management support, confidence, participation and performance orientation. All levels of management, especially top management has to consider following points in order to make PPC program successful. (Welsch, Hilton, Paul and Gordon; 2001:60)

- Understand the nature and characteristics of Profit planning and control.
- Be convinced that this particular approach to managing is preferable for their situation.
- Support the program in all its ramifications.
- Be willing to devote the effort required to make it operative and, View the result of planning process as performance commitments.

### **Organizational Adaptation**

A Profit planning and control program must rest upon a sound organizational structural for the enterprise and clear-cut lines of authority and responsibility. The purpose of organizational structure and the assignment of authority are established of framework within which enterprises objectives may be attained in a coordinated and effective way on a continuing basis. The scope and interrelationship of the responsibility of each individual manager are specified. To increase managerial and operational efficiency, particularly all enterprises, expect perhaps the very smallest ones, should be structurally disaggregated into subunits. The manger of each subunit should be assigned specific authorities and responsibility for the operational

activities of that subunit. These subunits are often referred to as decision centers or responsibilities centers. Although the latter term is widely used, the former is more descriptive of the primary focus that is most fundamental. A responsibility center can be defined as an organizational unit headed by a manager with specified authority and responsibility.

### **Realistic Expectations**

Management must be realistic and avoid either undue conservatism or irrational optimism. The care with which budget goals and objectives are set of such items as sales, production levels, costs, capital expenditures, cash flow and productivity determines in large measure the future success of the profit planning and control program. To be realistic, expectations must be made in relation (1) to their specific time dimension and (2) to an assumed (project) internal and external environment that will prevail during the time span. Within these two constraints, realistic expectations should be made to attain predetermined goals.

### **Responsibility Accounting**

There must be set up the sound basic responsibility accounting system in the profit planning program accounting system must be designed to provide financial information separately for each organization unit, that is by assigned authority and responsibility which are enough generated by accounting system, includes the measurement of actual against objectives, goals and plan. Profit planning and control require a responsibility of accounting system that is one tailored to organizational responsibilities. Within this primary accounting structure, secondary classification of cost, revenues and other relevant of financial data may be used to meet the needs of the enterprise.

### **Time Dimension**

Effective implementation of the profit planning and control concept requires that the management of the enterprise established a define time dimension for certain types of decisions. In viewing time dimensions prospects in managerial planning, a clear-cut distinction should be made between historical considerations. Timing of planning activities suggests that there should be a definite management time schedule established for initiating and completing certain phases of planning process.

### **Full Communication**

Communication in the management and operation of an enterprise seems as a, major managerial problems. Communication can be broadly defined as an interchange of thought or information to bring about a mutual understanding between two or more parties; it may be accomplished by a combination of words, symbols, message and subtleties of understanding that conform working together, day in and day out by two or more individuals. Communication may be thought of as the link that brings together the human elements in an enterprise. The goals and objectives set by management should be well communicated in all levels of management; PPC program can be successful when the communication is done in full. Full communication means making every body of the organization familiar with goals and objectives and to motivate all members for their effective accomplishment.

### **Zero-Base Budgeting**

Zero-base budgeting has received great attention recently as a new approach to the budgeting process. It is method of budgeting in which managers are required to start at zero budget levels and to justify all costs as if the programs involved were being initiated for the first time. Under zero-base budgeting, every budget is constructed on the premise that every activity in the budget must be justified. Zero base

budgeting has been used by private Governmental units both. In zero bases budgeting, there are no "givens". It starts with the basic premise that the budgets for next year is zero and that expenditure old and new must be justified on the basic of its cost and benefit. In this budgeting the process of alternatives is more rigidly define.

### **Management Control Using PPC**

The primary purpose of control is to ensure attainment of the objectives, goals and standards of the enterprise. Control has many expression, narrative memoranda, policies and procedures, reports of actual results and performance reports. Comprehensive profit planning and control focuses a performance reporting and evaluation of performance to determine the cause of both high and low performances.

### **Behavioral View Point**

Profit planning and control program can only be successful when the people working in the enterprise are motivated. Goal orientation is characteristic of ambitious and competent is characteristic of ambitious and competent individuals who are normally involved in the management process. Such individuals have strong personal goal needs; their performance is enhanced though hierarchy of realistic goals with which they can identify. For implementing the profit planning and control program effectively, there should be a proper coordination between the individuals goals needs and an organization goal needs. From this perspective, behavioral consideration in regard of the rewards, performance, and result should be taken intensively.

### **Activity Costing**

Responsibility of accounting system generally accumulates cost by department and produce costing systems of associate cost with units of product or service organizations also frequent- with activities. By

discomposing an organization's production process into a discrete set of activities, and then associating costs with each of those activities, management is in a better position to determine the costs and benefits of continuing the activities. Moreover, by systematically identifying the activities, throughout the organization, managers can identify redundant activities eliminating activities that are not cost benefit effective, and achieving greater coordination among the activities that remain.

### **Follow Up**

This fundamental holds that both goal and substandard performance should be carefully investigated, the purpose being threefold:

1. In the case of substandard performance, to lead in a constructive manner to immediate corrective actions.
2. In the case of outstanding performance, to recognize it and perhaps provide for a transfer of knowledge to similar operations; and
3. To provide a basis for better planning and control in the future.

#### **2.5.1 Establishing the Foundation for Budgeting**

For successful implementation of the profit plan program, there must be necessary establishing a sound foundation. An enterprise should take to establish sound foundation for initiating a profit planning and control program. Welsch Hilton and Gordon have summarized the steps into six points for PPC program. The steps are as follows:

- a. An evaluation of the organizational structure and assignment of managerial responsibilities and implementation of changes deemed necessary for effective planning and control.
- b. Commitments by the top management to the broad concept of PPC program.
- c. Identification and evaluation of controllable and non-controllable variables of the characteristics and environment of the enterprise.
- d. An evaluation of the organization of the accounting system to ensure that it is tailored to the organizational responsibilities.

- e. A policy determination about the time dimensions for PPC purpose.
- f. Development of a program of budget education for the inform management

## **2.6 Principles and Purposes of Budgeting**

The main objective of Budgeting is to assists in systematic planning and controls the operations of the enterprises. In fact it is best source of communication and an important tool in the hands of management. The main principles and purposes of Budgeting are as follows.

- To provide a realistic estimate of income & expenses for a period and of the financial position at the close of the period details by areas of management responsibility
- To provide a coordinated plan of action, this is designed to achieve the estimates, reflected in the budget.
- To provide a comparison of actual result with those budgeted and an analysis and interpretation of deviations by areas of responsibility to indicate courses of corrective action and to lead to improvement in procedures in building future plans.
- To provide a guide for management decision in adjusting plans and objectives as uncontrollable conditions change.
- To provide a ready basic for making forecast's during the budget period to guide management in marking day to day decisions.

## **2.7. Process of Budgeting**

The following steps are the sequential phases of the PPC process:

- External relevant variables identification and evaluation
- Development of board objectives for the business organization/ enterprise.
- Development and evaluation of company strategies
- Executive management planning instructions
- Development of specific goals for the enterprise
- Preparation and evaluation of project plans
- Implementation of profit plans



- Development and approval of strategic and tactical profit plans
- Use of flexible expense budgets
- Use of periodic performance reports
- Implementation of follow-up

## **2.8. Limitations of Budgeting**

Budgeting is an important tool for management. But each tool suffers from some limitation and its use is fruitful within these limits. Budgeting is also not a limitless tool. So it is essential that the management must consider the following limitations in using the PPC system as a device to solve managerial problems.

**Based on Estimates:** - Profit planning & control is not an exact science. It is based on estimates. The success of a profit planning depends to a large degree on the accuracy with which the basic estimates are made. The accurate estimates can be made. The accurate estimates can be made by using correct and modified statistical techniques and management.

**Danger of Rigidity:** - Profit planning and control is an estimation and quantitative expression of all revenues and expenses. So there can be the tendency to attach some sort of rigidity or inflexibility to them. PPC must be flexible and dynamic. Application for long period: - the installation of a complete PPC is not possible in a short period. It should be continuously used in the business and should be revised and modified with the changed situation of the business.

**Execution is not automatic:** - A skillfully prepared PPC will not itself improve the management of an enterprise unless it is properly implemented. For the success of PPC it is essential that it is understood by the entire related person inside the enterprise. It is very much required that each executive must feel the responsibility and should make efforts to attain the budget goals.

**Not a Substitute for management:** - PPC is not a substitute for the management. It is totally wrong to think that the introduction of PPC is alone sufficient to ensure success and to guarantee future profits. It is only achieving the end.

**Proper Evaluation:-** for finding out the inefficiencies, proper evaluation should be made. On the absence of proper evaluation budgeting will hide inefficiencies. So there should be continuous evaluation of the actual performances, standards also should be reexamined regularly.

**Costly Affairs:-** the installation of a PPC is an elaborate process involving too much time and costs.

**Lower Moral and Productivity:-** Unrealistic targets should not be set and used as a pressure tactic. By doing it PPC will lower moral and productivity. To some extent PPC may be used as pressure device but its extent must be carefully determined.

## **2.9 Development of Budgeting**

### **2.9.1 Sales Plan**

Sales Plan is the starting point in the preparation of the comprehensive profit planning and control. All the other plans and budgets dependent upon the sales budget. The budget is usually presented both in units and dollars of the sales revenue or sales volume. The preparation of sales plan is based upon the sales forecast. A variety of methods are used to forecast the sales for the planning period. Unless there is a realistic sales plan, particularly all other elements of profit plan will be out of kilter with reality. The sales plan is the foundation for periodic planning in the firm because particularly all other enterprise planning is built it. The primary source of cash is sales, the capital additions needed, the amount of expenses to be planned, the manpower

requirements, the production level, and other important operational aspects depend on the volume of sales. In harmony with the comprehensive profit plan, both strategic long-term and tactical short-term sales plans must be developed. Thus, one commonly observes a five-year strategic sales plan. Many management decisions commit a large amount of resources involving a life span of many years. Basic strategic and major moves often involve irreversible commitments of resources and long time span. (Welsch, Hilton, Paul and Gordon; 2001:139-140)

A sales plan incorporates management decisions that are based on the forecast, other inputs and management's judgment about such related items as sales volume, prices, sales efforts, production and financing. The primary purpose of a sales plan is (i) to reduce uncertainty about future revenues. (ii) to incorporate management judgments and decision into the planning process (iii) to provide necessary information for developing other elements of a comprehensive profit plan (iv) to facilitate management's control of sales activities. (Welsch, Hilton, Paul and Gordon, 2001:172)

### **2.9.2 Sales Planning and Forecasting**

It is important to make distinction between sales planning and forecasting because they are often confused. A forecast is not a plan; it is a statement and/or a quantified assessment of future conditions about a particular subject (e.g., sales revenue) based on one or more explicit assumptions. A forecast should always state the assumptions upon which it is based. A forecast should be viewed as only one input into the development of a sales plan. The management of a company may accept, modify, or reject the forecast. In sales volume, prices, sales efforts, production and financing.

A sales forecast is converted to sales plan when management has brought to bear managerial judgment, planned strategies,

commitments of resources, and the managerial commitment to aggressive actions to attain the sale goals. In contrast, sales forecasting is a technical staff function. (Welsch, Ronald, Hilton, Paul and Gordon; 2001:172)

It is important to make a distinction between the sales forecast and the sales plan primarily because the internal technical staff should not be expected- or permitted – to make the fundamental management decisions and judgments implicit in every sales plan. Moreover, the influence of management actions on sales potentials is difficult to quantify for sales forecasting. Therefore, the elements of management experience and judgment must mold the sales plan. Another reason for identifying sales forecasting as only one step in sales planning is that sales forecasts are conditional. They normally must be prepared prior to management decisions or plans in such areas as plant expansion, price changes, promotional programs, production scheduling, expansion or contraction of marketing activities, and other resource commitments. The initial forecasts- and there should usually be more than one to indicate probable sales under various alternative assumptions –are an important source of information in the development of managerial strategies and resources commitments (Welsch, Ronald, Hilton, Paul and. Gorden; 2001:173).

### **2.9.3. Strategic and Tactical Sales Plan**

A comprehensive profit plan, strategic long term and tactical short sales plan must be developed, the usual case is a five or ten years strategic sales plan and one year tactical sales plan.

Strategic or long term sales plans usually involve in depth analyzes of future market potentials, which was built up from a basic foundation such as population changes, state of economy, industry projection and finally company objectives. Long term managerial strategies would affect such areas as long term pricing policy, development of new

products and innovations of presents products, new directions in marketing efforts, expansion or change in distribution changes and patterns.

Tactical or short-term sales plan is prepared to plan sales for 12 months for first quarter. At the end of each month or quarter throughout the year, the sales plan is restudied and revised by adding a period in the future and by dropping the period just ended. Thus, tactical sales plan are usually subject to review and revision on a quarterly basis. The short term sales plan includes a detailed plan for each major product and for grouping of minor products. Short term sales plant must also be structured by marketing responsibility for planning and control purpose. Short term sales plans may involve the application of technical analysis; however, managerial judgment plays a major role in their determination. A short- range sales plan should include considerable detail, whereas a long –range plan should be in broad terms (Welsch, Ronald ,Hilton, Paul and Gorden; 2001 :173-175).

## **2.10. Methods of Projecting Sales**

The following methods are applied for the projecting sales. (Welsch, Hilton, Paul and Gorden; 2001:240)

### **1. *None mathematical (personal judgments) method***

- Sales forces composite

- Sales department (supervisor) composite

- Chief executive Decision method

### **2. *Statistical methods***

- Economic rhythm method

- Correlation method

- Historical analogical method

### **3. *Specific purpose methods***

- Industrial analysis methods

- Product line analysis method

End use analysis method

#### **4. *Combination of method***

##### **2.11 Production Plan**

Production plan is the second step of budgeting. Production budgeting concern with determining the quantity of the product to be produced each units of time. Production budget is prepared to coordinate the sales budget and inventory policy of organization. When preparing production plan, the manager must have an optimum coordination between sales, inventory and production levels. An efficient and coordinated production plan is necessary for economical manufacturing.

“The production budget specifies the planned quantity of goals to be manufactured during the budget period. In developing production budget, the first step is a stability policy relative to inventory levels. The next step is the determination of the total quantity of each production that is to be manufactured during the budget period. The third step is to schedule this production budget is the initial step in budgeting manufacturing operation. To plan production effective, the manufacturing executive most have or overlap information relative to the manufacturing operations necessary for each product. They must have at hand information relative to the use and capacities of each manufacturing departments. The company costs amount should provide certain historical data essential in planning production, quantities and costs. The direct of profit planning and control should provide staff assistance when needed. When the recommended production is completed by the production department it should be submitted to the executive. Committee for appraisal and then to the president for tentative approval prior to its use as a basic for developing the materials, labor and factory overhead budgets.”  
(Welsch, Hilton and Gorden ; 2001: 212- 213)

Production budget includes the production, finished goods inventory work in process inventory and factory overhead. We can understand the production planning mathematically as where.

$$\text{Production} = \text{planned sales} + \text{ending inventory} - \text{initial inventory}$$

When the production plan has been completed by the production manager. It should be given to the executive committee for evaluation and then to the president for tentative approval prior to its use as a basic for developing the direct materials, direct labor and factory overhead budgets.

### **2.11.1 Responsibility for Production Planning**

The completed marketing plan should be given to the manufacturing executive who is responsible for translating it into a balanced production program consistent with managerial policies and subject to certain constraints. Planning scheduling and dispatching of the actual production through the year are the functions of the production departments therefore; it is essential that these functions be performed by the production managers. The managers have firsthand knowledge of the plant of personnel capabilities availability of material and production process. Although responsibility rests directly upon the production managers, top management policies must be considered in such matters as inventory level stability of production and capital additions (plant capacity).

### **2.11.2 General Consideration in Planning Production and Inventory Levels**

To develop the production, manufacturing executives must resolve the problem of coordinating sales, inventories and production so that the lowest possible overall costs result. The importance of coordinating of production planning cannot be overemphasized because it affects so many decisions required to develop the production plan include the following. (Welsch and Hilton; 2001:213-214)

- Total production requirements (by product) for the budget period.
- Adequacy of manufacturing facilities (expansion or contraction of plan capacity).
- Economic lots or runs.
- Inventory policies about levels of finished goods.
- Availability of direct materials, purchased components, and labor.
- Length of the processing time.
- Plan capacity policies, such as the limits of permissible departures from a stable production level throughout the year.
- Timing of production throughout the budget period, and by product and responsibility centers.

### **2.11.3 Long Range Vs Short Range Production Planning**

Planned levels of production are important long-range and short-range issues. To develop a long-range plan (say, five years in future), broad estimates of production levels are necessary to plan plant capacity requirements (involving capital additions), factory cost structures, personnel requirements, only major increases or decreases in inventories need to be taken into account.

Developing a tactical short-range profit plans requires a different approach because of the need for greater precision and detail. The short-range production plan should be in harmony with the time dimensions used in the short-range profit plan. Thus, the common pattern should be an annual production plan detailed by products and by months or quarters. Also, the production activities should be planned by responsibility centers within the manufacturing division. (Welsch, Hilton, Paul and Gordon; 2001:214)

### **2.11.4 Developing the Production Plan**

Production managers must translate the quantities in the sales budget in to unit production requirements for the budget period for each product while considering management inventory policies. The production plan



is developed prior to the end of the current year; in the beginning inventory for the budget period must be estimated after trimmings the budget production. It should be produced by interim time period. Interim production must be planned to (i) provide sufficient goods to meet interim sales requirements (ii) keeping interim inventory level within policies constraints and (iii) manufacture the goods as economically as possible. An efficient requirements, essential inventories levels and stable production level.

The following formula is generally used to calculate the planned production.

Planned production

Requirements for sales (units)	xxxxx
Add: desired final inventory of finished goods	xxxxx
Total required production	xxxxx
Less: initial inventory of finished goods	<u>xxxxx</u>
<b>Planned production for the year</b>	<b>xxxxx</b>

### 2.11.5 Setting Inventory Policies

In most business inventories represent a relatively high investment and may have a significant impact on the major functions of the enterprises and its profit. Each of the related functions causes different, and frequently inconsistent, inventory demands. Inventory policies should include (i) establishment of inventory standards such as maximum and minimum levels of turnovers and (ii) the applications of techniques and methods that will assure conformity to select inventory standards. Budgeting requires that inventory levels from month to month. In determining inventory policies for finished goods, management should take care of these important factors. (Welsch, Hilton, Paul and Gordon; 2001:214)

1. Quantities (in units) needed to meet sales requirements.
2. Cost of holding inventory.
3. Storage facilities

4. Adequacy of capital to finance inventory production some time in advance of sales.
5. Length of production period.
6. Distribution time requirements.
7. Protection against raw material storage.
8. Perish ability of items.
9. Protection against price increases.
10. Risk involved in inventory.
  - Price declined
  - Lack of demand
  - Casualty loss and theft.
  - Obsolescence of stock
  - Customer returns policies

## **2.12 Materials and Purchase Plan**

### **2.12.1 Materials Plan**

This material budget deals with the requirement and procurement of direct materials, indirect materials are dealt with under the works overhead budget. The budget should be related to the production budget and the period of the budget should be of short duration because this budget has an important bearing on the cash. While preparing the material plan there must be serious consideration to coordinate between (1) production requirements for raw materials (2) raw materials inventory levels, and (3) purchase of raw materials.

To assure that right amounts of raw materials will be on hand at the time required and to plan for the costs of such materials, it is essential that the tactical short-term profit plan include (1) a detailed budget specifying quantity and cost of materials required and (2) a related budget of raw materials purchase. Thus, planning raw materials usually requires the following four sub-budgets.

1. **Materials Budget**:- This specifies the planned quantities of each raw material, by time, by product, and by using responsibility center.

2. **Purchase budget**:- Purchase budget specifies the quantities of each raw material needed, therefore, a plan for materials purchases must be developed. The purchases budget specifies the estimated quantities to be purchased, and the required delivery dates.

3. **Materials Inventory Budget**:- This budget reports the planned levels of raw materials inventory in terms of quantities and costs. The difference in units between materials requirements as specified in materials budget and the purchase budget is reflected as increases or decrease in the inventory budget.

4. **Cost of Materials Used Budget**:- This budget is an estimate of cost of output planned for a budget period and may be classified into material cost budget labor budget and overhead budget, cost of production includes materials, labor and overhead. Materials budget should be designed in such a way that the related activities and cost will be budgeted in terms of responsibility center interim time periods and by type of finished goods.

### **2.12.2 Materials and Parts Inventory Policies**

Welsch Hilton and Gordon have mentioned the primary consideration for materials and parts inventory policies, are as follows:

1. Timing and quantities of manufacturing needs
2. Economic in purchasing through quantity discounts
3. Lead-time
4. Availability of materials and parts
5. Capital requirements to finance inventory
6. Perish ability of materials and parts
7. Cost of storage
8. Storage facilities needed
9. Expected Changes in the cost of materials and parts
10. Risk involved in inventories
11. Protection against shortages
12. Opportunity costs

### 2.12.3 Purchasing Policy

Management policy with respect to purchase and inventory is specified. The basic timing factors are (I) how much to purchase at a time (II) when to purchase. A well-known approach to computing the economic order quantity (EOQ) uses the following formula.

Formula of EOQ

$$EOQ = \frac{\sqrt{2AO}}{C}$$

Where,

EOQ = Economic order Quantity

A = Total requirement (Annual quantity used in units)

O = Average annual cost of placing an order

C = Annual carrying cost of carrying one unit in inventory for one year

Next question or the time when a purchase is determined by re-orders point (ROP)

ROP = Average usage X Average lead time + Safety Stock

### 2.13 Budgeting Direct Labor Costs

Direct labor is defined as those labor costs directly identifiable with the production of specific units of finished goods. The direct labor budget includes the planned direct labor, requirements necessary to produce the types and quantities necessary to produce the types and quantities of outputs planned in the production budget. The primary reason for using a separate direct labor budget are to provide planning data about; the amount of direct labor required number of direct labor employees needed, labor cost of each product unit, cash flow requirements and a basis for control of direct labor budget should be developed responsibility centers interim periods, and products. Planning labor cost involves major and complex problem areas: (i) Personal needs (ii) recruitment (iii) training (iv) job description and evaluation (v) performance measurement (v) union negotiations and (vii) wage and salary administration. A comprehensive profit planning

program should incorporate appropriate approaches applicable to each problem, area. A profit planning program cannot solve special personal problem, but it direct careful special personal problem, but it direct careful consideration to them and aids in planning them in perspective. Effective planning in long term and short term labor cost will benefit both the company and it's complies. (Welsch, Hilton, Paul and Gorden; 2001:280)

Labour generally is classified as direct or indirect. Direct labor costs include the wages paid to employees who work directly on specific productive output. As with direct materials costs, labor costs that can be directly traced to specific production are defined as direct. In direct labor involves all other labor costs, such as supervisory salaries and wages paid to toolmakers, repair personnel, storekeepers, and custodians. Direct material and direct labor costs are frequently referred to collectively as the prime costs of product. (Welsch, Hilton, Paul and Gorden; 2001:280)

### **2.13.1 Approaches in Planning Direct Labor Costs**

The approach used to develop the direct labor budget depend primary on the (i) method of wage payment (ii) type production process involved (iii) availability of standard labor times and (iv) adequacy of the cost accounting records relating to direct labor cost.

Basically, there are three approaches of the direct labor budget. (Welsch, Hilton, Paul and Gorden; 2001:281)

1. Estimate the standard direct labor hours required for each units of each product; then estimate the average wage rates by department, cost center, or operation. Multiply the standard time per unit of product by the average hourly wage rate, giving the direct labor cost per unit of out-put for the department cost center or operation by the units direct labor cost rate obtain the total direct labor cost by product.

2. Estimate ratios of direct labor cost to some measures of out-put that can be planned realistically.
3. Develop personnel tables by enumerating personnel requirements (including costs) for direct labor in each responsibility center.

### **2.13.2 Objectives of Direct Labor Plan**

- To assess labor requirement.
- To prepare manpower planning.
- To estimate cash requirement.
- To give information for cash budget.
- To estimate per unit labor cost.
- To control the labor budget.

### **2.13.3 Planning Direct Labor Hours and Wage**

Internal factors may indicate the most practical approach to use for planning direct labor hours. An important function of industrial engineering is to develop standard labor time for various operations and products. In some producing departments, reliable labor time standard can be developed. In some cases, it is impractical to estimate direct labor time except in term of average based on experiences. Four approaches commonly used in planning labor times are the following:

1. Time and motion studies.
2. Standard costs.
3. Direct estimate by supervisor.
4. Statistical estimate by staff group.

Therefore; The planned direct labor hours= planned production × standard rate

If it is possible to relate planed production to direct labor hours and to plan wage rates realistically for each productive department, computation of planed direct labor cost involves multiplying planed labor hours by planed wage rates. (Welsch, Hilton, Paul and Gordon; 2001:282-285)

It is also important for service and retail companies to budget labor costs. Labor accounts for a large portion of expenditures in banks, Restaurants, Hotels, Hospitals, and transportation companies. The classification direct labor is not generally used by such companies, labor cost are usually referred to as operating expenses. (Welsch, Hilton, Paul and Gordon; 2001: 289)

## **2.14 Expenses (Overhead) Budget or Plan**

In developing a profit plan, expenses must be planned carefully. Planning expenses should flow on (1) Projecting cash out flow, and (2) effectiveness cost control: Managers should view expenses planning and control as necessary to maintain reasonable expenses levels to support the objectives and planned program of the enterprises, but rather on utilization of limited resources. Viewed in this light, expenses planning and control should focus on the relationship between expenditures and benefits derived from those expenditures. The desired benefits should be viewed as goals, and sufficient resources must be planned to support the operating activities essential for their accomplishment.

### **2.14.1 Cost Behavior**

1. **Fixed expenses:** Those expenses that is constant in total from month to month regardless of fluctuation in output or volume of work done. Because of any expense can change, this concept most applied (a) to a realistic or relevant range of output and (b) in relation to given set of condition (management policies, time constraints, and characteristics of the operation). Examples of fixed expenses are series, property taxes, insurance and depreciation (strength-line)

1. **Variable expenses:** those expenses that change in total, directly with changes in output or volume of work done. The output must be measured in terms of some activity base, such as units completed, direct labor hours, sales dollars, or number of service calls, denuding on the activity in the responsibility center. Examples of variable

expense (cost) in a factory are direct materials, direct labor, and power usage.

2. **Semi variable expenses:** Those expenses that are neither fixed nor variable because they possess some characteristics of both. An output changes, semi variable expenses change in the same direction but not in proportion to the change in output.

### **2.14.2 Manufacturing Overhead Budget**

This budget gives an estimate of the works overhead expense to be incurred in a budget period to achieve the production target. The budget includes the cost of indirect materials, indirect labor and indirect work expenses. The budget may be classified into fixed cost and variable cost and semi variable cost. It can be broken into departmental overhead budget to facilitate control. In preparing the budget, fixed workers can be estimated on the basis of past information after taking into consideration the expected changes which may occur during the budget period. Variable expenses are estimated on the basis of the budgeted output because these expenses are bound to change with the change in output.

### **2.14.3 Selling and Distribution Expenses Budget**

“Mainly there are two types of selling expenses (1) sales office expenses which cover the cost of salesman and their administrative support (2) Sales direction and promotion expenses. Which cover the cost of direction the sales effort and promotion change such as advertising?”

Distribution expenses include all costs relate to selling, distribution and delivery of product to customers. In many companies, this cost is a significant percentage of total expenses. Careful planning of expenses affects the profit potential of the firm.



#### **2.14.4 Planning Administrative Expenses**

This budget cover the expenses incurred in farming policies, directing the organization and controlling the business operations in other words the budget provide an estimate of the expenses of the central office and of management salaries. The budget can be prepare with the help if past experience and anticipated changes. Budget may be prepared for each administration department. So that responsibility for increasing such expenses may be fixed and related to the different executives. Administrative expenses include those expenses other than manufacturing and distribution. They are incurred in the responsibility centers that provide supervision of and service to all function of the enterprise rather than in the performance of nay one function. Because a large portion of administrative expenses is fixed rather than variable, the notion persists that they cannot be controlled. Aside from certain top management salaries, most administrative are determined by management decision. It is common to find administrative expenses "top heavy" when measured by the volume of business done. General administrative expenses are close to top management; therefore, there is strong tendency to overlook their magnitude and effect on profits. Each administrative expense should be directly identified with a responsibility center, and the center manager should be responsible for planning and controlling the expense. This fundamental of expense control is especially important for administrative cost because there is often a failure to pinpoint responsibility for expense of a general nature.

#### **2.15 Planning and Capital Expenditure**

Capital expenditures are invested, because they require the commitment of resources today to receive higher economic benefits in the future. Capital expenditures become expenses in the future as their related goods and services are being used to earn higher future profits from future revenues or to achieve future cost saving. (Welsch, Hilton, Paul and Gordon; 2001:214)

### **2.15.1 Capital Budgeting**

Investment decision regarding long term assets for increasing the revenue of the organization is known as capital budgeting. It is the process of determining which capital investments will be undertaken. There are three stages of capital budgeting; proposed long term investments, it is the decision making process that determines the type of plant and equipment a firm will own, how much will be invested in such assets, and when the expenditure will be made. Capital investment decisions are among the most, if not the most, important decisions that financial managers must take.

Capital budgeting is the making of long term planning decision for investment and their financial capital budgeting them consists in planning the developing of available capital for the purpose of maximizing the long – term profitability of the firm. (Horngreen; 1977:452)

Capital expenditure becomes expenses in the future as their related goods and service are being used to earn higher future profits from future revenues or to achieve future cost savings. Therefore, capital expenditures involve two planning and controlling phases: (a) Investment and (b) expenses. (Welsch and Hilton; 2001:394-395)

Capital expenditure budget is the firm’s formal plan for the expenditure of money to purchase fixed assets. It is an internal corporate document that lists the allocated investment projects for a given fiscal period. (Gray; 1997 : 119)

Capital budgeting involves the generation of investment proposals, the evaluation of cash flows, the selection of projects based upon acceptance criterion and finally continuous revaluation of investment projects after their acceptance.

The vary nature of capital investments make them important. Capital investments involve relatively large dollar amounts. They represent commitments that extend over long periods of time, and once a capital investment has been made, it is hard to undo without making a major sacrifice. (Henderson, Trenneponl and Wert, 1984:118-119)

### **2.15.2 The Capital Expenditure Budget Process**

Capital expenditures involve the long-term commitment of large amounts of resources, decisions; concerning them have a significant, long-term effect on the economic health of a company phase.

A Process for Planning and Controlling Capital Expenditures, (Welsch, Hilton, Paul and Gordon; 2001:394-395]

- a) Identify and generate capital additions projects and other needs.
- b) Develop and refine capital additions proposal-collection of relevant data about each proposal, including any related alternatives
- c) Analyze and evaluate all capital additions, proposals, and alternatives. Emphasis should be given to the validity of the underlying financial and operational data.
- d) Make capital expenditure decisions to accept the best alternatives and the assignment of project designation to selected alternatives.
- e) Develop the capital expenditures budget:
- f) Strategic plan- Re plan and extend the long- term plan by dropping the past year and adding one year into the future.
- g) Tactical plan- Develop a detail annual Capital expenditures budget, by responsibility center and by time that is consistent with a comprehensive profit plan.
- h) Establish control of capital expenditures during the budget year by using periodic and special performance reports by responsibilities centers.
- i) Conduct post completion audits and follow-up evaluations of the actual result from capital expenditures in periods after completion.

### **2.15.3 Evaluation of Investment Decision**

Capital expenditure decision means the selection of one alternative from the completing capital expenditures alternatives or projects by the management. While doing such decision focus should be given mainly on two overriding problems; first investment decision selecting the best alternatives based on their economic worth to the company, and second financing decisions- determining the amount and source of fund needed to pay for the selected alternative. These cash constraints may necessarily limit the projects and proposals that can be initiated. There are numerous methods available for making such decisions usually following methods are used for evaluating investment proposals.

### **2.16. Analysis of Budget Variances**

Variance in general is the difference between two contemplated assumptions. It shows the gap or deviation between budgeted or planned goals and actual results. Performance report just indicates these variances and the meaningful analysis of them is possible through the techniques of variance analysis. As such, variance as to whether it is favorable or unfavorable.

The variance indicated through performance reports has some managerial meaning. If the variance is significant, a painstaking managerial attention is required to locate the underlying causes. Management can apply a number of approaches or techniques to analyze variance and to find out underlying causes. Some of the primary approaches are as follows:-

1. Conference with managers of responsibility centers, supervisors and other employees involved in the particular responsibility centers.
2. Analysis of the work situation including the flow of work, coordination of activities, effectiveness of supervision and other prevailing circumstances.

3. Direct observation.
4. Direct investigation by line managers.
5. Internal audits.
6. Special studies.
7. Investigation by staff groups.
8. Variance analysis.

Variance analysis is involved a mathematical analysis of two sets of data in order to gain insight into the underlying causes of a variance. One amount is treated as the base, standard or reference point. Variance analysis has wide application in financial reporting. It is frequently applied in the following situations:-

1. Investigation of variance between actual results of the current period and the actual results of a prior period.
2. Investigation of variance between actual results and standard costs.
3. Investigation of variance between actual results and planned or budget goals reflected in the profit plans.

We can analyze the variance in the following areas:

- a. sales variance
- b. material variance
- c. direct labor variance
- d. manufacturing overhead variance

Generally, the following steps involved in analyzing variance which are as:-

- a. Setting standard
- b. Measurement of performance
- c. Analyzing variances
- d. Taking correcting action

There two kinds of variance i.e. favorable and unfavorable variance. We should analyze the variances on each of the functional budget variance and so on. Management of any enterprise should set a control limit of variances and those variances beyond the limits should be

investigated property. Variance analysis is an important tool which increases the usefulness of periodic performance reports. It helps management to take corrective action.

### **2.17 Role of Ratio Analysis in Profit Planning**

A ratio analysis is the process of determining interpreting numerical relationship based on financial statement. Ratio analysis is the powerful tool of company's strength and weakness analysis. Ratio analysis of business enterprise centers on effects to drive quantitative measures or guides concerning the expected capacity of the firm to meet its future financial obligations or expectations. Present and past data are used for the purpose in whatever extrapolations necessities they are made to provide an indication of future performance. A comparison of ratios of the some firm overtime is important in evaluating changes in trends in the firm's financial condition profitability.

The relationship between two accounting figures is known as simply ratio. It is expressed in mathematical terms. The relationship can be expressed as percent or as a quotient. A ratio is not more difficult to calculate and understand.

#### **2.17.1 Types of Ratio**

Several ratios can be calculated from the accounting data contained in the financial statement. In general following ratios are on practices:-

1. Liquidity ratios
2. Leverage ratios
3. Profitability ratios
4. Activity ratios

#### **2.17.2 Relation with Profit Planning**

The ratio analysis can be of invaluable aid to management in the discharge of its basic function of forecasting, planning, coordination, communications and control. By an analytical study of the past

performance of the business, it helps in predicating and projecting the future. It assists in communication by conveying information, which is pertinent and purposeful to those for whom it is meant. It promotes coordination by a study of the effective control of business operation by undertaking and appraising for both the physical and monetary targets. Hence, ratio analysis becomes an integral part of target. Hence, ratio analysis becomes an integral part of profit planning system. (Grace; 1964:496)

## **2.18 CVP Analysis**

### **2.18.1 Concept of CVP Analysis**

Cost- Volume-Profit analysis is the process of examining the relationships among revenues, costs and profit for a relevant range of activity and for a particular time frame. It is one of the most important powerful tools that managers have at their command in short-term planning. It is an analytical tool for studying the relationship between volume, cost, price and profit. CVP analysis can be used for the analysis of break-even volume- break even analysis contribution margin analysis- for profit planning. This assumption of constant underlying conditions and the short-run relationship have been criticized by the many authors of financial management and accounting. Cost- volume and profit analysis is a powerful tool in the hands of manager for profit planning. The contribution margin analysis provides the best possible answer to the management's many questions. Most management requires a careful analysis of cost behavior in relationship to output volume and which is possible only through CVP analysis. Besides, CVP analysis deals with how profit and cost change with change in volume.

CVP summarizes the effect of changes in an organization's volume of activity on its costs, revenue and profit. The managers of profit seeking organization usually study the relationship of revenue (sales),

expenses (costs) and net income (net profit). This study is commonly called cost-volume-profit analysis.

### **2.18.2 Role and Need of CVP Analysis in Profit Planning**

Mostly, planning depends on past and present happening. So, Profit Planning also depends on the past performance and existing present situation usually, profit do not happen, profit are managed and planned. Profit planning for future is possible if the selling price, unit variable cost, fixed cost and sales volume of the required period can be estimated. For such estimation, CVP analysis is greatly helpful in management decision- making especially in costs control and Profit Planning. So, CVP analysis provides a lot of information and alternatives to have the strategies and utilization of resources. Because CVP analysis answer the following and it is very important in Profit Planning.

1. What is the required sales volume to cover the additional fixed charges from the proposed new project?
2. What profit will result if X % increase „n“ the sales volume?
3. What will be the effect in income be the firm achieves a reduction in variable cost (say material and labor)?
4. What are the additional sales volumes required to make good on X % reduction in selling prices so as to maintain the current profit level?
5. What will be the operating profit or loss at X sales volume?
6. What will be the effect on operating of the firm if sales mixed are changed?
7. What sales volume is necessary to produce an X amount of operating profit?
8. What will the effect on profit be if the company“s fixed cost and increased or decreased?
9. What sales volume will be needed to achieve the budgeted profit?



10. What will be the effect on income if there is an increase in FC by an X amount due to new plant but will decrease the labor costs by „Y“ volume per unit?

## 2.19 Planning and Controlling Cash Flows

### 2.19.1 The focus of Cash Planning

A cash budget shows the planned cash inflows, outflows, and ending position by interim periods for a specific time span. Most companies should develop both long-term plan about their cash how the short-term cash budget is included in the annual profit plan. A cash budget basically includes two parts: (1) the planned cash receipts (inflows) (2) the planned cash disbursements (outflows). Planning cash inflows and outflows gives the planned beginning and ending cash position for the budget period. Planning the cash inflows and outflows will indicate (1) the need for financing probable cash deficits or (2) the need for investment planning to put excess cash to profitable use.

**Table- 4**

Anticipated Cash position Format  
For the Year.....Ending  
***Cash Receipt and Disbursements.***

<b>Items</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
Cash Receipts			
Accounting receivables			
Loans			
Investments interest			
New capital issues			
Notes receivables			
Royalties and commissions			
Disposal of assets			
Cash			
Other sources			
<b>Total Receipts</b>			
Cash disbursements			
Account payable			
Wastage			
Cash purchase			
Salaries and commission			

Advertising			
Royalties			
Rent. Rates and Taxes			
Dividends and interest			
Loan Redemption			
New Assets			
Other expenses			
Total Disbursements			
Surplus/Deficit			
Add: Cash Balance at beginning			
Total Disbursement			
Desired Closing Balance			
Minimum cash balance			
Funds Available for investment			

## 2.20 Performance Evaluation

Performance reporting for internal management use is an important part of a comprehensive profit planning and control system. The performance reporting phase of a comprehensive PPC program significantly influences the extent to which the organization's planned goals and objectives are attained.

To indicate the extensive reporting requirements a business needs and to focus on

performance reporting, the following overview of financial reports is presented and briefly explained. (Welsch, Hilton, Paul and Gordon; 2001:542)

1. Report to owners- this is the traditional annual report to the owners and other special reports prepared to the owners. These reports, by and large, are based on "generally accepted accounting principles" and generally report data that have been subject to an audit by an independent CPA.
2. Special external reports- these are reports to government agencies, regulatory commissions, creditors, investigative agencies and other

- group external to the active management. Frequently, these reports are extensive and constitute a significant management attention.
3. Internal reports- these confidential reports are prepared within the company for internal use only. They do not have to meet the needs of external groups, nor the taste of "generally accepted accounting principles" but rather the taste of internal management needs.

***Essential features of performance report/ (performance report should be):-***

1. Repetitive and related to short time periods.
2. Accurate and designed to pinpoint significant distinctions.
3. Tailored to organizational structure and locus of controllability.
4. Constructive in tone.
5. Designed to implement the management – by exception principle.
6. Simple, understandable, and report only essential information
7. Prepared and presented promptly.
8. Adapted to the requirements of the primary users.

The extent to which the various managers utilize the performance reports depends upon main factors some behaviors and come technical one important is the extent to which the performance reports serve the evaluation and decision-making needs of the user. Communication is a stable problem, and it is enhanced by performance reports, if the different needs and experience of the users are taken into account. A foreman response is different from a vic president.

**Top- management** personal need reports that give a complete and readily comprehensible summary of the overall aspects of operations and an identification of major events. The summaries must be supported in sufficient detail to facilitate tracing significant deviations to their source.

**Middle-management** is usually defined as those members of management in charge of the major subdivisions of the business, such as sales, production, and finance. Middle management is responsible for carrying out the responsibilities assigned to the subdivisions within

the broad policies and objectives established by top management. Middle management is close to and more concerned with operations than top management, although it also has important planning functions. Performance reports for middle management, although including summary data, are also characterized by detailed data on day-to-day operations.

**Lower-level management** is principally concerned with coordination and control of day-to-day operation. Therefore, control reports should principally be concerned with production and cost control. Reports to supervisions should be detailed, simple, understandable, and limited to items that are directly related to the supervisor's operational responsibilities. (Welsch, Hilton, Paul and Gordon; 2001:548)

## **2.21 Completion and Application of the Profit Plan**

The planning process coordinates a long-rang profit and a short-rang profit plan. The development of an annual profit plan ends with the planned income statement of cash flows. These three statements summarize and integrate the detailed plans developed by management for the planning period. They also report the primary impacts of the detailed plans on the financial characteristics of the company.

### **2.21.1 Essential sub-budgets**

1. Planned statement of cost of goods sold.
2. planned balance sheet
3. planned income statements
4. Planned statement of cost of goods manufactured
5. Planned income statement of cash flows.

## **2.22. REVIEW OF PREVIOUS RESEARCH WORK.**

The research work on comprehensive budgeting process and its impact on profitability mainly focused on the impact of budgeting on profitability. As profit planning and control covers major area of planning process in every business organizations. The previous

researchers made in the area of profit planning and control have made into considerations for the sake of reviewing how profit planning and control were practiced in Nepalese corporation. There are many research works made on profit planning and control in Nepalese context. But those previous research had not emphasis the effect of budgeting in overall profitability. Those previous research have been made on manufacturing and nonmanufacturing concern and except of few of them are not in depth. An attempt is made here to review some of the researchers, which have been made on profit planning and control in the context of Nepal.

**Mr. Gaukal Rawali (1995)** had made a research on profit plan and control in public utility enterprises in Nepal. A case study of Gorkhapatra Sansthan submitted to faculty of management, control department of TU for the partial fulfillment of MBA. In this study, he has point out same features and problems of profit planning in Gorkhapatra Sansthan. The major objectives of the present study are as follows:-

- a. To analysis the various functional budget adopted in this enterprise.
- b. To examine the practice and effectiveness of profit planning in Gorkhapatra Sansthan.
- c. To analyze the variance between target and actual performance of the Gorkhapatra Sansthan
- d. To analyze the present planning process adopted in this enterprises

#### **Findings of Rawali's research**

- a. Gorkhapatra Sansthan prepares tactical short-term strategic profit plans but it does not prepare the long-term strategic profit plans
- b. The plans prepared form top level only Gorkhapatra Sansthan does not fixed growth objectives capacity utilization, return on net capital employed are not targeted to achieve some specified level

- c. Fixed and variable cost are roughly classified and this classification is not scientific and appropriate the objective of the corporation is not clear, with regard to profit making.

### **Recommendation**

- a. Gorkhapatra Sansthan should try to overcome its weakness by using the strengths.
- b. Gorkhapatra Sansthan should develop the long terms strategic plans for every aspects of it"s operation
- c. Gorkhapatra Sansthan should have in depth analysis of the corporation"s strengths and weakness.
- d. Corporation should have developed planning experts to develop planning activities of corporation
- e. Corporation should analyze its controllable and non-controllable variables. External variables exert major influence on the corporation, it should modify own self according to external variables, similarly internal variables are also clearly identified and analyzed
- f. Gorkhapatra Sansthan should revise the pricing policy. The cost of production should be considered while pricing of the publication. It should attempt to control its production cost.

**Mr. Gunaker Bhata (1998)** has submitted a dissertation on the topic "Profit Planning in Royal Drugs Limited" this research of Bhatta was mainly concerned with the current practice of profit planning and examines that to what extent the RDL is apply profit planning system Primary as well as secondary data have been used in the research reporters. The main objectives of Bhatta's research work were :

- a. To analyze the various functional budgets that are prepared in public enterprise of Royal Drugs Limited.
- b. To sketch the trend of profit or loss.
- c. To evaluate the variance between budgeted and actual of the enterprise.

d. To examine practice and effectiveness of profit planning.

**Major finding of Bhatta's research are:**

- Objective of RDL are not clear, whatever it aims to minimize profits or to maximize social service is not clearly distinguished.
- There is a lack of entrepreneurship and business in the operation of the enterprise.
- Authority and responsibilities are not clear among the department management and working managers.
- There is a more conflict and lack of co-ordination between departments.
- Responsibility counters to control of cost are not clearly defined.
- Internal and external variables providing opportunities threats and strengths and weaknesses are not identified.

**Mr. Benup Raj Basnet (2001)**, has made a research on "profit planning and control system of Nepalese corporation." A case study of salt trading corporation. The major objectives of his study are as follows:

- a. To measure the performance standard of corporations based on financial standard.
- b. To review the different sales plant and its achievements.
- c. To analyze the cost and profit trends of the corporation and provide recommendation based on analysis.

**Findings of Basnet's work**

- a) There is no proper planning of raw materials or there is no clear cut and effective policy regarding inventory and purchase of raw material.
- b) STCL is not classified of their cost structure. There variability and cash flow planning is not made.
- c) It has no any effectiveness program to achieve desired goals and objectives to overcome the existing problems and challenges.

d) Sales trend of STCL shows the positive direction for future which can increase the profitability for future.

### **Recommendation**

- a. STCL should formulate clear cut goal, objectives, policies, long-term plan, strategic program etc.
- b. While fixed price and quantity of sales are given at time, cost volume profit analysis should be considered.
- c. Periodic performance report in system should be followed to take corrective action and to improve the performance variance regarding sales, production, material, labor, profit and cost should be diagnosed and identified as controllable and non controllable.
- d. To improve profit planning system in STCL, for this staff should be properly trained.
- e. Marketing specialist should be appointed to increase present sales volume and find new profitable potential uses.
- f. Profit planning manuals should also be communicated to lower level of management.
- g. Participate management should be introduced in formulating of plans and policies of the organization.

**Mr. Keshav Dahal (2003)**, has a made research on "planning process and its impact on profitability" a case study of Gorkhapatra Sansthan submitted to faculty of management for the partial fulfillment of MBS. Dahal has pointed out following objectives:

- a. To examine the present practice and effectiveness of profit planning in Gorkhapatra Sansthan.
- b. To analyze the marketing plan.
- c. To analyze the preparation of various functional budget of Gorkhapatra Sansthan.



### **Findings of Dahal's work**

- a. There is perfect correlated between the planed sales and actual sales, between sales and production and plant production and actual production should by the different statistical tools.
- b. The corporation is unable to sale the magazines service to its customers according to the production or total energy available.
- c. Strength and weakness are not analyzed in depth by Gorkhapatra Sansthan because of its low condition.
- d. While setting the target sales for next year, corporation has not considered other factor such as growth of consumer and other related factors.

### **Recommendation**

- a. Gorkhapatra Sansthan should have a efficient management system to have control over the cost.
- b. Gorkhapatra Sansthan should prepare plans and programs for education sector which is capable of massive buyers of magazine.
- c. Gorkhapatra Sansthan has should try to increase the sales volume and should reduce the poor purchase.
- d. Gorkhapatra Sansthan should encourage lower level of management participation while formulating plans, policies of organization and there should be proper communication to all level of management on tactical and strategic plan of corporation.

**Mr Laxmi Pd. Regmi (2004)**, has made research on "planning process and its impact on profitability a case study of Harisiddi Brick and Tiles factory", submitted to faculty of management Shanker Dev. campus for the partial fulfillment of MBS on 2004, August. In this study Regmi has pointed out following major finding are as follows:

- a. HBTF doesn't have a systematic special plan for the formulation and an implementation of comprehensive profit planning.
- b. HBTF has not practiced of participatory management system, the decision making power in HBTF is concerned only with the top level management.

- c. HBTF is unable to define clearly the duty and responsibilities of the employees although it is managed by private section.
- d. The factory cannot meet the breakeven sales; it is running in heavy loss.

### **Findings**

- a. HBTF doesn't have a systematic special plan for the formulation and an implementation of comprehensive profit planning.
- b. HBTF has not practiced of participatory management system, the decision making power in HBTF is concerned only with the top level management.
- c. HBTF is unable to define clearly the duty and responsibilities of the employees although it is managed by private section.
- d. The factory cannot meet the breakeven sales; it is running in heavy loss.

### **Recommendation**

- a. HBTF should clearly define its broad objective because objectives are the basic guidelines and these create and maintain optimum enterprises environment that maximize the interest and motivation of all employees.
- b. It must lasting and renting of idle land, plants and machinery for extra earning and alternatively uses them in idle time.
- c. Considering the condition of the company, it is advised that HBTF should have in depth analysis of the factory's strength and weakness. It should try to overcoming its weakness by using the strengths.
- d. Finally systematic approach should be mad towards comprehensive profit planning this can be considerable contribution to increase the profitability and efficiency of the factory. To adopt this approach planning experts should be hire or existing planners should be well trained.

## **CHAPTER- THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology is defined as the objective and systematic method of finding solution to a problem covering systematic collection, recording, analysis, interpretation and reporting of information about various facets of a phenomenon under study. Research methodology is a systematic, scientific and planned way of collection analysis and interpretation of data and facts to solve the research problems and accomplish the basis objectives of the study. "Research is an undertaken not only to solve a problem existing in the work setting, but also to add or contribute to the general body of knowledge in a particular area of interest to the researcher. Research is the huge knowledge, which can be for different purposes. It is used to build a theory, develop policies, support decision making and solve problems with the opening of new frontiers of knowledge through research, new concepts and theories are developed to explain, verify and analyze the social phenomena." In other words, research refers to the systematic method consisting of enunciating the problem, collecting facts or data, analyzing the facts critically and reaching conclusions based on them.

The main objectives of this research are to analyze, interpret effectiveness of Gorkhapatra Sansthan with help of various financial statements, statistical tools and non-financial subject matters. Other subs objective is also formulated and the restrain methodology is followed to achieve the objectives goals of this research work. Research methodology refers to the various sequential steps to be adopted by a researcher in studying a problem with certain object/objects in view. It would be appropriate to mention that research projects are not susceptible to any one complete and

inflexible sequence of steps and the type of problems to be studied will determine the particular steps to be taken and their order too.

### **3.2 Research Design**

Research design is a plan, structure and strategy of investigation conceived so as to obtain answers to research question and to control variance. Those information and data are presented in an analytical method besides these quantitative data presentation the research.

This study is closely related with the various functional budgets and other accounting statements as well as the actual result of budgets.

### **3.3. Source of Data**

#### ***Primary Data:***

##### ***Direct Personal Interview:***

Primary data and information are collected and gathered through interviews with the key personnel and concerned staff of Gorkhapatra Sansthan.

##### ***Indirect Oral Interview:***

The interview taken to different third parties of witness, professionals and concerned members etc who is capable of supplying the necessary information, which is essential for our keen investigations.

##### ***Secondary Data:***

To fulfill the objectives and requirements of this study, especially secondary data is used.

1. Financial Statement.
2. Some published and unpublished official records.
3. Previous studies and other term papers regarding this study.
4. Monthly and weekly magazines, daily newspapers, business journals and other publication.

5. Internet and different other websites.
6. Brochures.
7. References are made from different accounting and management books.

### **3.4. Data collection techniques**

1. Tentative selection of the problem
2. Initial survey of literature
3. Extensive literature survey
4. Sample design
5. Preparation of report
6. Specification of the information required formulating the hypothesis
7. Design of the research project
8. Analysis of data
9. Collation of data/construction of questionnaires
10. Testing the hypothesis
11. Previous thesis and Related books and reports

### **3.5 Research Question**

The different functions budgets were being applied as tools for profit planning and control in what they impact on profitably. The following research questions were designed:-

1. What process is followed for profit planning by Gorkhapatra Sansthan?
2. What are the overall managerial problems and what suggestion can be recommended for their proper solution?
3. What steps should be taken to improve the profit planning and control system in Gorkhapatra Sansthan?
4. What are the major problems faced by the corporation in developing and implementing in profit plan?

### **3.6. Data Analysis Tools**

To analyze the selected data, some financial and statistical tools are used. Collected data are managed, analyzed and presented in proper tables and formats. These tables and formats are interpreted and explained wherever necessary. The financial and statistical tools used cover CVP analysis, BEP analysis, Ratio analysis, Percentage ratio analysis, S.D. Mean, Coefficient of variation; Graphs, Diagrams and flexible budgets have been used as per need.

## **CHAPTER – FOUR DATA PRESENTATION AND ANALYSIS**

### **4.1 Introduction**

A profit planning and control program administered in an enlightened way permits greater freedom at all management levels, which is the formal expression of the enterprise's plans, goals and objectives stated in financial term for specific future period of time and a systematic approach for effective management performance. It is a systematic approach for attaining effective management performance. Planning is the systematic method for the effective and efficient management of change. It includes determining where the company is to goals well as how to reach in the destination.

Profit planning is called the pre – plan of revenue and expenditure. It estimates how much income will be generated and how it should be spent in order to meet investment and profit requirement. Profit is the major element of each and every business endeavor for survival, further development and fulfilling social expectation. However, the concept of profit is changing from time to time. Most of the public enterprises have been established under Corporation Act in Nepal. Public enterprises were established as a strong means of development in order to prepare infrastructure services, to produce to required goods in the country, to help in controlling the price situation to contribute significantly in the country's economic advancement. Still public enterprises in Nepal do not follow profit planning and program in the management activities.

The main purpose of this chapter is to examine the budgeting procedure in the context of profit planning in Gorkhapatra Sansthan. To accomplish these objectives, this chapter analyzes the various

functional budgets, their actual accomplishment and related variances of the Corporation.

Data are analyzed by using statistical tools such as mean, S. D., C.V., Correlation of Co efficient, Regression method and budgeting tools inclusive of as different types of budget, ratio analysis and CVP analysis etc. Gorkhapatra Sansthan does not prepare long – range profit plan. So, this study is focused mainly on short – term profit plan. However, the sales, production and other related figure of the previous year are also presented and analysis to know the overall economic and financial trend and to estimate the possible future trend of Gorkhapatra Sansthan. For this purpose, this study covers the period five years from FY 2063/64 to 2067/68.

## **4.2 Sales Plan**

The sales plan is the foundation of business. The primary source of cash is sales for the capital additions, the manpower requirement, the amount of expenses to be planned, the production level and other important operational aspects depend on the volume of sales. Therefore, the sales budget or plan must be realistic. The preparation of sales budget is the starting point for the development of profit plan the sales budget is prepared on the basis of sales forecast. The sales plan includes the promotion and advertising plan, the selling expenses plan, and the marketing plan. The marketing plan frequently referred to as the sales budget, quantities sales in unit and rupees for each major subdivision of sales.

### **4.2.1 Sales Trends and Plan of Gorkhapatra Sansthan**

Following table shows the picture of sales trends (targets and achievement) from FY 2062/63 to 2067/68



**Table No.5****Gorkhapatra Sansthan Sales Targets and Achievement**

<b>FY</b>	<b>Sales Targets</b>	<b>Actual Sales</b>	<b>Capacity Utilization %</b>
2062/63	16,59,87,000	13,83,22,376.40	83.33
2063/64	16,88,04,000	14,86,43,817.87	88.06
2064/65	16,84,96,000	14,40,13,527.20	85.47
2065/66	15,24,50,000	13,97,59,816.12	91.67
2066/67	16,44,54,000	14,30,03,267.47	86.96
2067/68	17,50,30,000	15,50,05,356	88.55
<b>Average</b>			<b>87.34</b>

*Source: Gorkhapatra Sansthan*

Table shows that the sales targets and achievements. The above table showed that achievements were always below targets. The actual sales achievements were 87.34% in an average. Of 91.67 % was made in the FY 2065/66, the achievement was 88.06 % and 86.96 % in the FY 2063/64 and 2066/67 respectively. It was 85.47 % and 83.33 % in the FY 2064/65 and 2062/63. In the FY 2067/68 the achievement of sales target is 88.55. This unbalance in sales is because of effectiveness of Corporation's sales planning.

**Table No. 6****Use of Statistical Tools**

<b>Particulars</b>	<b>Budgeted Sales (X)</b>	<b>% change</b>	<b>Sales Achievement (Y)</b>
Mean Rs. '000'	1,64,038.20	87.34	1,42,748.56
Standard deviation ( $\sigma$ ) Rs	6014015.643		36,03,963.776
Coefficient Variation(CV)	3.67 %		2.52 %

Actual sales are 87.02% in average of target sales figure. But 87.34 % is also poor performance; it is little good performance than other enterprises.

The above table shows the gap between budgeted and actual sales. The gap of budgeted sales and actual sales is not so big. If this trend continues for the future, the actual sales will further increase in the coming year. But only the gap in the FY 2062/63 was big. To find out the correlation between budgeted figures and actual figures, Karl Pearson's coefficient is used the symbol of 'r', denotes budgeted figure (X) are assumed to be independent variable and achievement figure (Y) are assumed to be dependent variable. It is assumed that achievement will increase as targets increase or vice - versa. The value of 'r' showed that there is high positive correlation between budgeted and achievement sales. The significant of the value 'r' is 0.506.

The probable error of 'r' is 0.2244. Since, 'r' is more than P.E. (i.e. > P.E.). So, it is significant and be taken as an evidence of correlation. Hence, analysis of 'Karl Person's Correlation shows that budgeted sales and actual sales have closer relationship and it is significant because the value of r is more than the value of P.E.

A regression line also can be fitted to show the degree of relationship between budgeted sales and actual sales and to forecast the achievement with given targets. For this purpose, actual sales achievements have been assumed to be dependent upon budgeted sales. So, the regression line of achievement 'Y' on budgeted 'X' (or Y on X) is as follows:

$$Y - \bar{Y} = r \times \frac{\sigma_y}{\sigma_x} (X - \bar{X})$$

According to the figure

$$\text{Or; } Y - 142748400 = 0.506 \times 3602400/601400 \times (X - 164038200)$$

$$Y - 142748400 = 0.303095177 \times (X - 164038200)$$

$$Y - 142748400 = 0.303095177 \times X - 49719187.26$$

$$Y = 0.303095177 X - 49719187.26 + 142748400$$

$$Y = 0.303095177 X + 93029212.74$$

By this regression equation, it is clear that there is positive relationship between planned sales and actual sales. Another statistical tool least square method can also be used to analyze the trend of actual sales and to estimate the future sales for a given time. Straight squares will show the relationship between years or time and actual sales. To fit the straight line trend, the sales figure is considered dependent factor and time is considered as independent factors. Where 'X' is the time when fit the straight – line trend and the possible actual sales can be estimated for a given year by calculating the values required to fit the straight – line trend.

**Table No: 7**  
**Fitting Straight – Line Trend by Least Square**

(Rs in „00000“)

<b>Fiscal Year</b>	<b>Actual Sales (Y)</b>	<b>X</b>	<b>X 2</b>	<b>XY</b>
2063/64	1383.22	-2	4	-2766.44
2064 /65	1486.44	-1	1	-1486.44
2065 /66	1440.13	0	0	0
2066 /67	1397.60	1	1	1397.60
2067/68	1430.03	2	4	2860.06
<b>Total</b>	<b>ΣY=7137.42</b>	<b>ΣX=0</b>	<b>Σ X2 =10</b>	<b>ΣXY=4.78</b>

Since, the FY 2064/65 is assumed as base year, therefore zero value is assigned to that the F/Y and negative for the year before the F/Y 2064/65 and positive for the year after 2064/65. Fitting the straight line trend,

$$YC = a + bx$$

Substituting the value in straight- line equations.

$$YC = 1427.484 + 0.478 X$$

This trend line showed the favorable sales figure for the future. Rs. 47,800 will increase the sales revenue every year if the trend of past years continued in the future. By using this trend equation, we can estimate the actual sales for fiscal year 2068/69 is

$$\begin{aligned} Y_{2068/69} &= 1427.484 + 0.478 \times 3 \\ &= 1427.484 + 1.434 \\ &= \text{Rs.}1428.918 \text{ ('00000')} \end{aligned}$$

The following conclusion can be drawn out of the above analysis:

- a) Sales forecasting is not accurate. So, target sales are higher than actual achievement.
- b) The mean of target sales is very high than actual achievement of sales.
- c) The S.D. of target sales is very high than actual sales.
- d) There is high positive correlation between target and actual sales.
- e) The regression equation shows that there is high positive relationship between budgeted and actual sales.
- f) Straight – line showed the positive trend for future.

### **4.3 Production Budget of Gorkhapatra Sansthan**

Preparing of production budget is the second step in developing profit plan. A production plan is prepared in relation to sales budget. A production plan incorporates the estimates of total volume of production with the scheduling of operation by days, weeks, months and years. It specifies the number of units of each product that must be produced as per the sales forecast. Gorkhapatra Sansthan does not prepare a long – term production plan for the future. So, the following equation is applicable in the context of Gorkhapatra Sansthan

#### **Production Plan = Sales Plan**

Gorkhapatra Sansthan has a number of publications, which are grouped under daily and monthly. Gorkhapatra Sansthan's publication

is sold at different prices. The past trends of production of Gorkhapatra Sansthan are as follows:

**Table No: 8**  
**Production Target and Achievement of G.C.** In Rupees

FY	Daily			Monthly		
	Target	Actual	%	Target	Actual	%
2063/64	2,40,95,000	2,30,55,400	95.68	1,50,000	1,42,500	95.00
2064/65	2,50,56,550	2,40,56,550	96	1,65,000	1,44,503	87.57
2065/66	2,50,60,000	2,35,85,400	94.11	1,70,000	1,40,243	82.49
2066/67	2,65,50,000	2,60,98,365	98.29	1,55,000	1,33,565	86.17
2067/68	2,70,40,000	2,62,85,500	97.20	1,48,000	1,28,715	86.96

*Source: Gorkhapatra Sansthan 2068*

Daily paper (i.e.Gorkhapatra and The Rising Nepal) was 98.29 % in the F Y 2066/67 where as the lowest achievement was 94.11 % in the F Y 2065/66. This shows an immediate improvement in Actual Sales of Gorkhapatra Sansthan.

#### **4.4 Planning Manufacturing Overhead of Gorkhapatra Sansthan**

After the production plan has been completed, expenses budgets should be developed for each responsibility center of the organization. Manufacturing overhead is that part of total production cost is not directly identifiable with specific products or jobs. Manufacturing overhead consists of indirect materials, indirect labour and all other miscellaneous factory expenses; such as taxes, insurance, depreciation, supplies, utilities and repairs. Gorkhapatra Sansthan did not prepared manufacturing expenses budget and did not follow of the practice of allocating these cost to products. The corporation has record of the expenses incurred under the head of manufacturing expenses separately for every year. The following table shows the total actual manufacturing expenses incurred for five year.

**Table No: 9**  
**Manufacturing Expenses of Gorkhapatra Sansthan**  
**From FY 2063/64 to 2067/68**

<b>Fiscal Year</b>	<b>Production Cost</b>	<b>% change</b>	<b>Amount ( in Rs)</b>
2063/64	13,31,54,706.80	67	8,99,93,859.13
2064/65	14,82,90,629.70	68	10,12,94,536.98
2065/66	16,85,13,079.20	61	10,28,91,573.02
2066/67	15,07,61,143.20	67	10,14,71,422.10
2067/68	15,21,44,023.20	66	10,09,54,276.63

*Source: Gorkhapatra Sansthan 2068*

The above table showed the increasing trend of manufacturing expenses. The manufacturing expenses of the fiscal year 2063 /64, 2064 /65, 2065 /66, 2066 /67 and 2067 /68 were 67 %, 68 %, 61%, 67% and 66 % of production. The manufacturing expenses of Gorkhapatra Sansthan are very high because of poor expenses planning, excessive of break down inefficient machines, political situation, frustrated employees, lack of proper supervision and regulation, high repairs cost etc. The above table shows that Gorkhapatra Sansthan has high manufacturing expenses, which represents more than 70 % of productions. There is not a system of allocating indirect manufacturing cost according to product. The Corporation needs to after categories manufacturing overheads into controllable and uncontrollable on the basis of responsibility center. The details of expenses incurred under the head of manufacturing expenses are presented in the following table for the two fiscal years.

**Table No: 10**  
**Detail Administrative Selling & Distribution Expenses of**  
**Gorkhapatra Sansthan**

Particulars	Actual Amount (in Rs)		Budgeted Amount in Rs.		
	2066/67	2067/68	2065/66	2066/67	2067/68
Salary	1,83,41,235.06	1,83,38,614.31	72532533.98	76839000	93867000
Dashian	14,39,498	14,66,047	5538387	6000000	7398000
Bidako Satta Bhatta	28,01,273.39	30,07,303.60	12712709.11	13066000	14318000
Additional Fund	17,08,369.09	16,91,920.24	6910270.51	8310000	9387000
Upadan	16,25,322.38	20,64,565.64	21684553.71	20631000	20000000
Donation	-	30,000	60000	60000	60000
Medical treatment exp.	14,97,734.48	19,40,955.10	7582096.81	8373000	10703000
Life insurance	17,22,452.08	19,91,730.57	7582096.81	8373000	10703000
Overtime	14,30,459.70	14,14,125.71	3810885.61	4731000	5204000
Other Allowance	10,43,738.34	9,89,398.43	984813.48	958000	961000
Clothes expenses	12,32,700	1,21,53,000	2596550	2582000	3189000
Night allowance	52,725	64,038.50	336596	474000	521000
Transportation allowance	-	-			
Health expenses	3,89,787.36	4,54,017.16	2082899.93	2325000	2858000
Clothes expenses	10,367.20	21,025.10	6400	15000	17000
Pad Purti Baithak	2,100	58,300	59555	225000	248000

Bhatta					
B.O.D. meeting Bhatta	80,500	94,500	84000	267000	294000
Subcommittee meeting	40,800	35,065	132000	329000	362000
D. & travel allowance allowance	4,90,146.14	2,66,890.32	519895.54	402000	342000
Telephone, Telex & Fax	5,60,789.38	6,43,632.23	3053854.59	3738000	6347000
Postage tickets	34,796.40	38,461	40170	56000	62000
Electricity charge	6,49,025.49	6,26,482.65	1330016.25	1392000	1531000
Water	6,63,426.09	7,04,683.44	623896.64	700000	770000
Insurance	2,79,817.23	24,732.86	181080.78	286000	315000
Bank commission	51,128.11	84,187.22	22378.50	200000	220000
News charge	-	-	1505033	1620000	1682000
Wages	96,911	73,921	196088	215000	237000
Telephone installation charge	9,000	-			
Other service charge	8,04,425.52	8,10,780.41	568458444	68547521	589752
Transportation expenses	8,443	23,933	685888	854252	856985
Hospitality	3,16,784.92	4,02,948.01	56854256	6859875	96552145
Program expenses	8,92,405.81	5,40,326.65	6500000	700000	750000



Bishesh Awashar expenses	78,681	3,51,040	400000	450000	470000
BhaipariAaune	55,841	1,00,513.72	26895.51	47000	52000
Storage rent	10,58,546.39	5,02,258.50	394777.80	800000	1831000
News transportation	39,58,044.97	22,29,387.12	7162970.50	7500000	8250000
Complex repairing	64,091.70	59,571.39	10000	15000	17000
Machine repairs	4,330	6,955	1090579.40	815000	1706000
Vehicle repairs	3,70,158.93	3,65,067.42	509651.82	700000	770000
Others repairs	57,101	80,932.81	89967.76	154000	169000
Booklets	1,30,752.68	1,02,119.75	302063.44	488000	537000
Books	13,242	42,076	48422	30000	33000
Stationery	2,68,190.44	2,61,298.16	883759.26	907000	998000
Electricity goods	23,968	28,020.40	242851	132000	145000
T.P. Roll	-	-	7626.42		
Other goods	3,71,544.50	3,75,274.99	1300614.02	1525000	1568000
Petrol	9,05,827.04	7,45,910.51	1586494.08	1400000	1540000
Kerosene	1,920	-	42318.50	50000	55000
Other Fuel	1,41,408.54	1,33,903.08	668160.18	843000	927000
Aa. ye. Cha. Sa.	50,900	58,200	471592	307000	338000
Article remuneration	-	-	564630.60	7370000	8107000
Audit fee remuneration	60,000	60,000	75000	100000	110000
Newsprint	-	-	47092694.49	46200000	56333000

paper					
Booklets paper	-	-	530242	500000	681000
Job Box Paper	-	-	528785	411000	1000000
Staff training expenses	1,500	28,500	158846.50	30000	98000
Ad. Promotion	42,500.90	-	100500	100000	140000
Mkt. promotion	3,600	-	2547241	2802000	3082000
Ad. commission	1,16,465	1,72,562.23			
News paper sales commission	-	71,705.50	963567.01	880000	968000
Printing Materials	6256852	6325369	6416689.04	6690000	8078000
Applicant publicity	1,28,265.78	-			
	2,03,435	76,000	3611308.01	3782000	4190000
<b>Total</b>	<b>4,63,93,226.04</b>	<b>4,49,69,181.73</b>	<b>344447285.48</b>	<b>264557000</b>	<b>321047000</b>

*Source: Gorkhapatra Sansthan 2068*

Given Table shows the detailed administrative, Selling and Distribution expenses of the Gorkhapatra Sansthan. Table shows the expenses is rising throughout the year.

#### **4.5 HR Planning**

Labour is one major elements of production. Manpower is such power, without it no organization can operate. Effective planning and systematic control of labour cost is essential to achieve the organizational goals. Human resources planning refer to staff enrichment, recruitment, erformance appraisal, union negations and remuneration administration. In the broad sense, labour cost includes all expenditures connected with employees, including top executives,

middle level management, staff officers, editorial officers, supervisors and skilled as well as unskilled employees. The direct labour budget includes the estimation of direct labour requirements for the production of the types and quantities of output planned in the production budget. Gorkhapatra Sansthan has temporary and permanent staffs working in the Corporation. They are paid salary on monthly basis. Gorkhapatra Sansthan has large number of employees working under various units. Present statuses of employees are presented below.

**Table No: 11**  
**Manpower Plan of Gorkhapatra Sansthan in year 2067**

Department / unit	No. of Staff
Management & Board	8
Administration Department	71
Finance Department	55
Editorial Sector	88
Production Department	167
Art and Photography Department	16
Marketing Promotional and Distribution Department	145
Business Department	40
Press and engineer unit	42
District Reporter	74
<b>Total</b>	<b>706</b>

*Source: Gorkhapatra Sansthan*

The total number of employees working in the Corporation is 706. Among them 510 are Permanent, 52 Contract and 144 others. All these employees are fixed salaried staff. The number of officer level employee and administration employee are high. So, most of the expenses are paid to them. Gorkhapatra Sansthan has not any effective program to increase the productivity of manpower. The Corporation has not been able to introduce motivational measurement,

and the system of punishment and reward. So, most of the employees are frustrated.

#### 4.6 P/L Account of Gorkhapatra Sansthan

Budgeted profit and loss A/C is prepared after preparing all functional budgets; budgeted P/L A/C indicates the possible future profit & loss for the accounting year. Gorkhapatra Sansthan prepares the profit and loss A/C at the end of fiscal year to know the profit or loss situation of the corporation. Gorkhapatra Sansthan is suffering from huge amount of loss every year. Actual profit and loss A/C of of the corporation for the F Y 2067/68 and 2066/67 is presented in the following table:

**Table No.: 12**

**Detailed Profit & Loss A/C of Gorkhapatra Sansthan  
For the Year ended 2067/68 and 2066/67 (in Rs)**

Particulars	2067/68	2066/67
A. Income from sale of News Paper	14,30,03,267.47	15,50,05,356
B. Cost of manufacturing expenses	(10,09,54,276.63)	(11,10,55,365)
<b>C. Gross profit (loss) A-B</b>	<b>4,20,48,990.84</b>	<b>43949991</b>
D. Administrative, Selling & Distribution	(4,49,69,181.73)	(4,50,65,150)
E. Interest expenses	(53,64,092.97)	(55,53,055)
F. Depreciation	(62,18,982.93)	(65,50,999)
G. Operating Profit (loss) C-D-E-F-G	(1,45,03,266.79)	(13219213)
H. Other income	52,94,872.87	87,50,333
I. Profit on sale of assets	67,638.13	57,555
K. loss on sale of assets	-	-
<b>L. P/L before Staff Bonus</b>	<b>(91,40,755.79)</b>	<b>(44,11,325)</b>
M. Staff Bonus	-	-
<b>N. Net Loss</b>	<b>(91,40,755.79)</b>	<b>(44,11,325)</b>

**Table No: -13**  
**Profit & loss of Gorkhapatra Sansthan**

<b>Fiscal Year</b>	<b>Amount (Rs)</b>
2063/64	353188.17
2064/65	(2449955.97)
2065 /66	(1100132.08)
2066/67	(44,11,325)
2067/68	(9140755.79)

*Source: Gorkhapatra Sansthan*

During the year analysis period i.e. FY 2063/64 to 2067/68, the Corporation incurred the profit in 2064/65 then the Corporation suffering huge amount of loss every year from 2064/65. The huge loss of Gorkhapatra Sansthan is the effects of poor planning and control of management. There is no proper care with competition of communication. There is great problem of excess burden of fixed expenses, huge administrative, political pressured, careless of management, no responsible for their duty, low productivity of manpower due to lack of proper training, unnecessary expenses to overall profitability of the Corporation.

#### **4.7 Cash Flow in Gorkhapatra Sansthan**

Cash budget demonstrates cash flows. It shows the planned cash inflows and outflows, including beginning and ending cash balance of the corporation. Cash budget is extremely useful tool for cash planning, which embraces arranging new loans and borrowing, replacing the existing debts, cash outlays, capital expenditures and loan payment etc. Preparation of cash budget is the responsibility of the corporation treasurer. Planning cash inflow and outflows helps to verify the beginning and ending cash position for the budget period. Cash shortage will disturb the operations and excess cash remains idle, without contributing anything towards the enterprise profitability. The corporation should consider other functional budget in the process of

preparing cash budget. The major sources and application of Cash flow for the FY 2067/68 and 2065/066 of Gorkhapatra Sansthan are as follows:-

**Table No: 14**  
**Detailed Cash Flow of Gorkhapatra Sansthan**  
**For F Y 2065/66 and 2067/0688**

(Indirect method)

Particulars		Amount (in Rs)	
		2065 /66	2067/68
<b>A</b>	<b>Cash flow from operating activities</b>		
	Net profit (loss) during the year	(1,10,01,327.08)	(91,40,755.79)
	Adjustment:-		
	Depreciation	52,85,921.61	6,21,892.93
	Loss on Assets	5,04,154.64	-
	Operating loss before working Capital Change	(52,11,250.83)	(29,21,772.86)
	( Increasing)/ Decrease in inventories	(1,56,37,583.89)	1,88,84,975.69
	( Increasing)/ Decrease in Sundry Debtors	(36,96,542.44)	(47,32,625.11)
	( Increasing)/ Decrease in loans & advance	(19,47,513.76)	8,48,104.62
	( Increasing)/ Decrease in liabilities	11,02,682.67	(2,02,184.41)
	<b>Net Cash from operating activities</b>	<b>(2,53,90,208.25)</b>	<b>1,18,76,497.93</b>
<b>B.</b>	<b>Cash Flow from Investing activities</b>		
	Sale of Fixed assets	4,04,265.38	49,376.31
	Purchase of Fixed assets	(1,26,38,275.62)	(9,24,827.57)

<b>C</b>	<b>Net Cash from investing activities</b>	<b>(1,22,34,010.24)</b>	<b>(8,75,448.26)</b>
	<b>Cash flow from Financing activities</b>		
	Borrowing of Bank loan	3,63,73,599.92	-
	Re – payment of Bank loan	-	(1,65,67,900)
	<b>Net Cash from Financing activities</b>	<b>3,63,73,599.92</b>	<b>(1,65,67,900.08)</b>
	Increase /Decrease in Cash & Cash equivalent	(12,50,618.57)	(55,66,850.41)
	Opening balance of Cash & Cash equivalent	3,62,70,682.98	3,50,20,064.41
	<b>Closing Balance of Cash &amp; Cash equivalent</b>	<b>3,50,20,064.41</b>	<b>2,94,53,214.00</b>

*Source: Gorkhapatra Sansthan*

#### **4.8 Performance Evaluation and Management Control**

Performance reporting for internal management is used in an important part of a comprehensive profit planning and control system. The performance – reporting phase of a comprehensive PPC program significantly influences the extent to which the organization's planned goals and objectives are attained. For all firms regardless of the sizes have reporting requirements to show their overall performance.

In Nepal, Nepalese public enterprises have no certain systematic and deep approach to performance evaluation because related managers have no deep knowledge about the PPC. Being the Government owned enterprise; Gorkhapatra Sansthan does not care of their performance. For performance evaluation, various techniques and criteria can be used in enterprises. Out of various techniques and criteria, the following method and criteria is employed to evaluate the performance of Gorkhapatra Sansthan.

(a) Financial Ratios.

- (b) Variance analysis.
- (c) Identification of Cost variability.
- (d) Flexible Budgeting.
- (e) Cost volume profit Analysis.

#### **4.8.1 Identification of Cost Variability**

Identification of variances of cost is necessary in planning and control of the cost. Thus, the knowledge of cost behavior is very important. Generally, cost behaviors in two ways relation to the volume output. First it does not change with the change in output and second it changes proportionately with the change in output. Cost can be classified as following.

**I) Fixed cost:** - Costs which are constant in total, for certain period of time say year to year or month regardless of fluctuating in output or volume of production.

**(II) Variable cost:** - Those cost or expenses, that are change in total directly proportionately which changes in output.

**(III) Semi – variable cost:** - Those cost which are neither fixed nor variable because they are some feature of both.

In the context of Gorkhapatra Sansthan, it hasn't mentioned any clear – cut basis about cost classification as fixed and variable cost by applying the function and variability nature of cost. So, there is rough practice of classification the expenses in variability and fixed components are as under.



**Table No.: 15**  
**Cost Variability of Gorkhapatra Sansthan**

<b>Cost items</b>	<b>Behavior</b>	<b>Amount</b>
1. Depreciation	Fixed	62,18,982.93
2. Administrative cost	Fixed	2,69,81,509.04
3. Production cost 40%	Fixed	2,00,29,328.48
<b>Total Fixed cost</b>	Fixed	5,32,29,820.45
Raw material purchase	Variable	5,08,80,955.41
Selling & distribution	Variable	1,79,87,672.69
Production cost	Variable	3,00,43,992.71
<b>Total Variable cost</b>	Variable	9,89,12,620.81

#### **4.9 B/S of Gorkhapatra Sansthan**

Balance sheet is the statement of assets and liabilities of a firm. It shows the overall financial condition of the firm. Gorkhapatra Sansthan prepares its balance sheet at the end of each financial year but it does not prepare the projected balance sheet for coming fiscal year. The balance sheet of Gorkhapatra Sansthan is presented in the following table:

**Table No. 16**  
**Balance Sheet of Gorkhapatra Sansthan**  
**for the year ended 2067/68 and 2066/67**

Particulates	2067 / 068(in Rs)	2066/067
<b>Authorized Capital:</b>		
300000 ordinary share @ Rs 100	3,00,00,000	3,00,00,000
<b>Issued Capital:</b>		
250000 ordinary share @ Rs 100	2,50,00,000	2,50,00,000
<b>Paid – up Capital:</b>		
115166 ordinary share @ Rs 100	1,15,16,600	1,15,16,600
<b>Reserve and Surplus:</b>		
Provision Fund	26,98,825.62	26,98,825.62
Profit and Loss A/C	4,02,89,596.63	44,11,325
<b>Secured loans:</b>		
Citizen Investment fund	2,44,18,500	2,25,00,000
Bill Collateral	1,90,00,000	25,00,000
Nepal Investment Bank	4,43,433.16	6,00,000
<b>Total Current liabilities and Provision</b>	9,83,66,955.41	4,42,26,750.62
<b>Total</b>	10,01,21,256.61	10,03,23,441.02
	<b>19,84,88,212</b>	<b>144550191.64</b>
<b>Fixed Assets:</b>	4,11,60,469.72	4,00,50,327
<b>Current Assents, Loan &amp; Advance:</b>		
Stock	22,42,821.35	2,11,27,797.04
Sundry Debtors	8,90,70,837.87	5,32,67,210
Cash at hand and Bank	29453214.00	2,21,55,352
Advance and Loan	36560869.08	37408973.70
<b>Total</b>	<b>396976424.02</b>	<b>318559851.38</b>

*Source: Gorkhapatra Sansthan*

#### **4.10 Flexible Budgeting in Gorkhapatra Sansthan**

A flexible budget estimates cost at several level of activities. It is the presentation of estimated cost at several level of activity. Flexible

expenses budget is complementary to tactical profit plan, it helps to provide expense plan for tactical profit plan and expenses plan adjusted to actual output for comparison with actual expenses in periodic performance report. This means that all costs must be identified as how they behave with a change in volume whether they vary or remain fixed. Gorkhapatra Sansthan does not prepare its flexible budget. On the basis of the cost and other data of F Y 2067/68, a flexible budget of Gorkhapatra Sansthan has been presented below. To prepare this budget sales revenue has been assumed to remain unchanged i.e. variable cost ratio 0.6917 is remaining constant and total fixed cost will remain constant. To prepare the flexible budget, all costs must be identified generally by its nature. The following table presents the flexible budget of Gorkhapatra Sansthan at 50% , 70%, 90%, 100% and 110% of capacity utilization.

**Table No.: 17**  
**Flexible Budget of Gorkhapatra Sansthan** **(In**  
**Rs)**

Particulars	Activity level in Percentage				
	50	70	90	100	110
Sales Revenue (in Rs)	7,65,00,000	10,71,00,000	13,77,00,000	15,30,00,000	16,83,00,000
Less:-V/C @ 69.17%	5,29,15,050	7,40,81,070	9,52,47,090	10,58,30,100	11,64,13,110
CM	2,35,84,950	3,30,18,930	4,24,52,910	4,71,69,900	5,18,86,890
Less:-Fixed Cost	5,32,29,820. 45	5,32,29,820. 45	5,32,29,820. 45	5,32,29,820.45	5,32,29,820. 45
<b>Net Profit / Loss</b>	<b>(29,64,487.0 45)</b>	<b>(20,21,089.0 45)</b>	<b>(1,07,76,910. 45)</b>	<b>(60,59,920.45)</b>	<b>(13,42,930. 45)</b>

The above table shows that flexible budgeted of Gorkhapatra Sansthan at 50 to 110 percent capacity utilization. Gorkhapatra Sansthan can meet sales revenue of capacity utilizations. This table also indicate the Gorkhapatra Sansthan has been operating lower capacity utilization however, it has enabled to earn negatively.

#### **4.11 C-V-P Analysis**

The analysis of relationship between cost, volume and profit is known as Cost – Volume and profit is known as Cost – Volume – Profit analysis. CVP is an analytical tool for studying the relationship between volume, cost price and profit. It is also an important tool use for the profit planning in a business. Cost volume – profit analysis is a management accounting tool to show the relationship between these ingredients of profit planning.

The CVP analysis of Gorkhapatra Sansthan is based on the following assumptions:

- i) CVP structure is based on the accounting data of F Y 2066/67 of Gorkhapatra Sansthan.
- ii) The selling prices, Variable expenses volume ratio and fixed expenses per annum are assumed to be remaining constant.
- iii) Activity base is selected in terms of sales rupees and incomes but income from advertise is also include.
- iv) Fixed cost included operational and non- operational fixed cost.
- v) Non – operating income and non – operating expenses are assumed be remaining constant.
- vi) Computations are made on total basis, not in product wise.
- vii) Inventories are non include (because Products of Gorkhapatra Sansthan are perishable)

Computation and presentation of BEP and CVP analysis of Gorkhapatra Sansthan based on FY 2066/67 are as under:-

**Table No.: 18**  
**Income Statement of Gorkhapatra Sansthan**

<b>Particulars</b>	<b>2066/67</b>
Sales Revenue	14,30,03,267.47
Less:-Variable Cost	9,89,12,620.81
Contribution Margin	4,40,90,646.59
Less:-Fixed Cost	5,32,29,820.45
Net Profit (Net loss)	(91,39,173.86)

**a. Variable Cost Volume Ratio (V/V Ratio):-**

$$\text{VV Ratio} = \frac{\text{Total Variable Cost}}{\text{Total Sales}} = 69.16\%$$

The V/V ratio 0.6916 shows that the proportion of variable cost is Rs. 0.6916 to each Rs. of sales volume.

**b. Profit Volume Ratio (P/V Ratio):-**

$$\begin{aligned} \text{P/V Ratio} &= 1 - \text{V/V Ratio} \\ &= 1 - 0.6916 \\ &= 0.3084 \end{aligned}$$

By the help of P/V Ratio and V/V ratio, we can calculate the break even (BEP) point of the Gorkhapatra Sansthan.

**b. Break – Even Point (BEP in Rs)**

$$\begin{aligned} \text{BEP (In Rs.)} &= \frac{\text{FC}}{\text{P/V Ratio}} \\ &= \text{Rs. } 172599936.60 \end{aligned}$$

This result shows Gorkhapatra Sansthan will be in breakeven point when the sales revenue will be Rs: 172599936.60.

### c. Margin of Safety of Budgeted year 2062 /063

$$\begin{aligned}\text{Margin of Safety} &= \text{Budgeted Sales} - \text{BEP Sales} \\ &= 164454000 - 172599936.60 \\ &= \text{Rs } (8145936.60)\end{aligned}$$

The above negative margin of safety indicates that the budgeted sales will not that the budgeted sales will not recover the company for BE Sales. Therefore if the present cost structure remains constraint and the sales revenue will be according to budget then the loss F Y 2062 /063 will be Rs 2512206.85. From the above analysis; it is clear that Gorkhapatra Sansthan didn't achieve its BEP any year during the analysis period. The fixed cost is very high, which caused huge loss every year.

#### 4.12 Marketing Plan of Gorkhapatra Sansthan

Gorkhapatra Sansthan supplies publication directly to various stationary, consumer and various channels also follow. The publication of Gorkhapatra Sansthan is continuously going down popularity as shown by the decreeing in sales volume because Gorkhapatra Sansthan has not adopted the latest technology and strategy. The distribution channels usually followed by Gorkhapatra Sansthan for marketing are as follows:

Producer	-	Consumer			
Producer	-	Wholesalers	-	Retailer	-
Consumer					
Producer	-	Wholesaler	-	Customer	
Producer	-	Huckster	-	Consumer	

For sales promotion, Gorkhapatra Sansthan is doing through the Medias like; own news paper, Radio Nepal, Nepal Television etc. It has direct contract with stationery stores also for sales. Generally, Gorkhapatra Sansthan face competition with national market and other publication like; Kantipur Publication, Apka publication etc. Gorkhapatra Sansthan follows cost plus pricing method for Yuva

Manch, Madhupark, Muna but Gorkhapatra Sansthan is not success in its pricing method.

#### **4.13. Major findings:**

The major findings, after the detailed analysis of planning process of Gorkhapatra Sansthan are as follows:

- i. Gorkhapatra Sansthan is seriously affected by the problem of excessive fixed cost.
- ii. There is under utilization of available capacity.
- iii. It has not proper practice of segregated cost into fixed and variable.
- iv. It is running in heavy loss.
- v. There are perfect correlations between budgeted and actual sales and actual production.
- vi. The information system of Gorkhapatra Sansthan was not effective, the lower level staff normally did not get information about overall operation
- vii. Liquidity ratio and profitability ratios were not satisfactory.
- viii. It has adversely affected the overall profitability and there is no system of taking corrective action for improvement.
- ix. The budgeting system of Gorkhapatra Sansthan is not based on scientific and realistic approach.

## **CHAPTER – FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Summary**

Budgeting is a main part of an overall planning process and is an area in which financial function plays major role. It is one of the most important management tools used to plan and control business operations. It is an artistic work all the functions are performed with in the frame work of Budgeting. Management must plan for future financial and physical requirements just to maintain profitability and productivity of the business concern. The main objective of Budgeting in business is to increase the chances of making profit. The effective operation of a business concern resulting into the excess of income over expenditure fully depends upon the extent that management follows in proper planning, effective Co-ordination and dynamic control. Budgeting can be broadly divided into two groups as functional plan, direct labor plan an expenses plan. Functional plan includes Cash flow plan, Capital expenditure plan, projected income statement and projected balance sheet. Profit planning and control process does not finish in this point. Time dimension is another important consideration in profit planning. Profit plans are prepared for two time dimensions, strategic (long range) plan for five or ten years and tactical (short range) plan for one fiscal year.

Effective implementation and continuous follow up system is needed for budgeting. Use of functional budgets as a tool of profit plans and widely applied techniques profit planning and control system but due to the back ward condition of industrialization in Nepal, this concept is not widely used. Nepalese public utility enterprises, Gorkhapatra Sansthan has been taken as reprehensive public utility enterprise. This study has been tried to analysis and examines the practice, procedure and techniques of preparing various functional budgets.



The study has examined the planning process and its impact on profitability. Gorkhapatra Sansthan has been taken for this purpose as representative public enterprise. As the basic objective of this study is to examine the effect of planning on profitability of Gorkhapatra Sansthan, this study has tried to analyze and examine the practice, procedure and techniques of various functional budgets. It also has tried to answer the questions started in the statement of the problem. For this, various budgets accounting and financial statements have been analyzed using suitable statistical and financial tools. Both primary and secondary data has been used in this study. Statistical tools like mean, standard deviation, coefficient of variation, regression, and time series have been applied in analyzing data. For financial analysis; financial ratios, CVP analysis, Variance analysis and flexible budgets have equally been used. Detailed presentation of data relating to Gorkhapatra Sansthan consist of presentation of targets and actual for long – term period, targets and actual for short – term period, making system and qualitative aspects.

Related Literature has been reviewed consist various books and reports, periodicals, articles, Government official Publications and unpublished dissertations. A general concept of profit planning has been given in conceptual framework.

## **5.2 Conclusions**

After analyzing in detail the present practice of budgeting and profit planning of Gorkhapatra Sansthan, this study has drawn the following conclusions: Gorkhapatra Sansthan does not prepare the long – term strategic profit plan but it prepares tactical short – term profit plan that is usually referred as budget. Time period covered by the budget is one fiscal year. Gorkhapatra Sansthan does not fix the target for the budgeted period. For example; growth objective, capacity utilization, return on net capital employed etc. are not focused. Gorkhapatra Sansthan has not adequately considered controllable and non-

controllable variables affecting the corporation. According to this research we can find following strength and weakness relating to Gorkhapatra Sansthan.

**(a) Strengths:**

- i. Goodwill
- ii. Experienced Staffs

**(b) Weaknesses:**

- i. Competition with Kantipur Publication, APCA House, Himal Media and other International Publications
- ii. High cost.
- iii. Poor management.
- iv. Lack of Corporation plan.
- v. Unsatisfied Staff team
- vi. Political Affair
- vii. No better communication between top level and lower level

management regarding corporation's goal and objectives.

The objective of the Corporation is not clear, with regard to profit making and market penetration. The sales price of the products has been fixed at lower rate than in the production costs, such as Gorkhapatra and The Rising Nepal. Gorkhapatra Sansthan does not fix the target for specific goal for the planned period. Such as growth objective, capacity utilization, return on net capital employed etc. are not targeted to achieve some specified level.

Production activities are not done according to the budgeted production but this done according to the recent data of actual sales. It can improve its profitability by utilizing its idle capacity and effective cost control program. The expenses are not diagnosed as controllable and non controllable expenses. Thus there are not effective cost control programs. The Corporation is suffering from excessive fixed cost and non-manufacturing expenses. But the Corporation is not sensitive towards costs reducing program. It has not a system of periodical performance reports. Corporation is not seriously conscious

to its poor performance, no satisfactory achievement of specific goals that were targeted.

Gorkhapatra Sansthan is facing competition from other publications. But there is a lack of special program to face the competition. It has adopted the policy of lowering the price of its publication in relation with, the price of the competitor's publication to win the competitor. Actual production is below than planned production. The production budget is prepared on the basis of sales budget but actual productions are made in accordance to actual sales. Cash budget, capital expenditure, direct labor budget were not prepared systematically. EOQ was not followed while purchasing the new materials budgets were prepared just to fulfill the formalities but these were not used effectively for profit planning process. It has been suffering from the under utilization of available capacity. Gorkhapatra Sansthan does not prepare direct labor budget.

### **5.3 Recommendations**

After the detailed analysis, researcher concludes the major findings from which it is found that the Corporation has not followed the profit planning system systematically and properly that impact negatively in overall profitability. The study has finally come up with the following recommendations to develop, implement and improve the process of profit planning in Gorkhapatra Sansthan.

- Gorkhapatra Sansthan should try to overcome its weaknesses by using the strengths.
- Gorkhapatra Sansthan should develop the long-term plans for every aspects of its operation.
- Gorkhapatra Sansthan should revise the pricing policy. The cost of production should be considered while pricing of the publication.
- There should be controlled the operating as well as non – operating expenses to increase the net profit of Gorkhapatra

Sansthan. The unproductive expenses should be reduced by management and administrative staffs of Gorkhapatra Sansthan.

- Gorkhapatra Sansthan should be prepared sales budgets on the realistic ground.
- Cost reduction is only the way to increase the Corporation's profitability. Therefore cost reduction program should be introduced for each responsibility centers. There is excess burden of administrative and office expenses. Such expenses should be evaluated on the basis of the achievements.
- Gorkhapatra Sansthan should develop production plan by interim time periods.
- Gorkhapatra Sansthan should manage effective sales promotion activities.
- Gorkhapatra Sansthan should develop periodical performance reports about activities of Corporation.
- The study has found that there is a serious lack of professional management in Gorkhapatra Sansthan. So, moves should be made to establish a skilled management to make sure that realistic plan are set and effectively implemented with continuous follows ups.
- For the proper Co-ordination within organization line and staff authorities and responsibilities should be clearly defined. This will considerably help to solve the problem of conflict between departmental managers.
- Programs to improve the employee productivity should be made effective. Incentive plan to raise employee morale and motivation should be developed. Employees should be rewarded and punished on the basis of their work performance.
- Gorkhapatra Sansthan should be developed planning experts to develop planning activities.
- Gorkhapatra Sansthan has not use flexible budget at present. So, it should prepare flexible budget at present. So, it should prepare flexible budget for various volume of activity.

- Gorkhapatra Sansthan should have to consider break – even analysis while preparing sales plan and adopt contribution margin approach to improve profitability.
- Gorkhapatra Sansthan needs to classify costs in scientific manner, so that cost can be better analyzed, effectively planned and controlled.
- Profit planning manuals should be communicated from top to lower levels. All personnel should be made to participate on decision–making.
- Gorkhapatra Sansthan should decide and make policy about research and development, productivity, capacity utilization and costs control.
- Gorkhapatra Sansthan is in loss mainly due to excessive non – manufacturing costs and excessive idle capacity. Management should initiate rigorous measures to avoid this situation. Cost reduction program should be formulated and applied and present cost – capacity structure should be changed, efforts to reduce fixed costs should be made.
- When developing the tactical profit plan, the expenses for each responsibility center should be carefully assessed.
- Capital expenditure should be planned in advance and discounted cash flow techniques should be applied to evaluate the proposals.
- Gorkhapatra should make its management free from political disturbance.
- Management should make staff team effective and hardworking in corporation's work.

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