REVENEU PLANNING OF PUBLIC ENTREPRISES

(A Case Study of Nepal Telecom Limited)

Submitted By: Manohar Paudel Shanker Dev Campus Campus Roll No. 1304/062 T.U. Registration No. 7-1-49-1148-2000

> A Thesis Submitted to: Office of the Dean Faculty of Management Tribhuvan University

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

Kathmandu, Nepal March, 2009

REVENEU PLANNING OF PUBLIC ENTREPRISES

(A Case Study of Nepal Telecom Limited)

Submitted By: Manohar Paudel Shanker Dev Campus Campus Roll No. 1304/062 T.U. Registration No. 7-1-49-1148-2000

> A Thesis Submitted to: Office of the Dean Faculty of Management Tribhuvan University

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

> Kathmandu, Nepal March, 2009

RECOMMENDATION

This is to certify that the thesis

Submitted by: Manohar Paudel

Entitled:

REVENEU PLANNING OF PUBLIC ENTREPRISES

(A Case Study of Nepal Telecom Limited)

has been prepared as approved by this Department in the prescribed format of the Faculty of Management. This thesis is forwarded for examination.

..... Mr Tek Bahadur Sinjali

(Supervisor)

.....

Dr. Kamal Deep Dhakal (Campus Chief)

.....

Mr. Gogender Goet (Supervisor)

VIVA-VOCE SHEET

We have conducted the viva-voce examination of the thesis prepared

By:

Manohar Paudel

Entitled:

REVENEU PLANNING OF PUBLIC ENTREPRISES

(A Case Study of Nepal Telecom Limited)

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

<u>Viva – Voce Committee</u>

Head, Research Department	
Member (Thesis Supervisor)	
Member (Thesis Supervisor)	
Member (External Expert)	

DECLARATION

I hereby declare that the work reported in the thesis entitled "REVENEU PLANNING OF PUBLIC ENTREPRISES (A Case Study of Nepal Telecom Limited)" submitted to Shanker Dev Campus, Faculty of Management, Tribhuvan University is my original work done in the form of partial fulfillment of the requirement of the Degree of Master of Business Studies (M.B.S.) under the guidance and supervision of Mr. Tek Bahadur Sinjali & Mr. Gogender Goet Lecturer of Shanker Dev Campus, Tribhuvan University.

Date.....

Manohar Paudel Researcher Roll No. 1304/062

T.U. Regd. No. 7-1-49-1148-2000

ACKNOWLEDGEMENTS

First of all, I would like to thank Tribhuvan University for giving chance to prepare the thesis for a partial requirement to the fulfillment of M.B. S. Program held under Tribhuvan University.

I express my gratitude to supervisor Mr. Gogender Goet and Mr Tek Bahadur Sinjali for them patient and continuous guidance with valuable comments and kind support to me all way through this thesis.

I also owe an indebtedness to all reputed authors whose writings have provided me the necessary guidance and invaluable materials for the enrichment of my research paper in all possible ways. I would like to express my genuine appreciation to all the staffs of Shanker Dev Campus, Central Library and Security Board Library that provide me necessary information & data. And also express my gratitude to the staffs of Nepal Telecom Limited who bigheartedly made accessible the requisites information.

At last but not least, my paramount dedication is to my parents who have been uninterrupted sources of sustain for me while in during the tribulation of this research work. Likewise, I would like to thanks to my friends Mr Rajendra Timalsena, Mr Indra Pandey & Miss Durga Pokhrel who had assisted me while preparing the thesis. Also I will be indebted towards my brothers Mr Satish Gautam & Mr Sagar Pokhrel

I have tried to cover all the possible matters that I felt, important to sum up the "REVENEU PLANNING OF PUBLIC ENTREPRISES (A Case Study of Nepal Telecom Limited)" I am hopeful that this task will be helpful to the students of business studies & to those who want to make further researchers under this topic.

Manohar Paudel Researcher Roll No. 1304/062 Shanker Dev

Campus

Tribhuvan

University

TABLE OF CONTENTS

Page no.

VIVA-VOCE SHEET RECOMMENDATION ACKNOWLEDGEMENT DECLARATION TABLE OF CONTENTS LIST OF TABLES LIST OF FIGURES

CHAPTER - I

INTRODUCTION		1-9
1.1	General Background	1
1.2	Public Enterprise	2
1.3	Concept of Revenue Planning	4
1.4	Concepts of profit plan	5
1.5	A brief introduction of Nepal telecom limited	6
1.6	Statement of the problem	7
1.7	Objectives of the study	8
1.8	Significance of the study	8
1.9	Limitations of the study	9
1.10	Organization of the Study	9
CHA	PTER - II	
REV	TEW OF LITERATURE	10-58
2.1	Introduction	10
	2.1.1 Conceptual Framework	10
	2.1.2 Budget or plan	10
	2.1.3 Panning vs. Sales Forecasting	11
	2.1.4 Strategic or long-range sales plan	11

	2.1.5 Production budget or plan	13
	2.1.6 Raw material/components parts budgets or plan	17
	2.1.7 Direct labor budget or plan	17
	2.1.8 Expenses budget and plan	17
	2.1.9 Manufacturing expenses budget	18
	2.1.10 Selling and distribution expenses budget	18
	2.1.11 Administrative Expense Budget or Plan	19
	2.1.12 Capital Expenditure Budget or Plan	19
	2.1.13 Cash Budget or Plan	20
2.	2 Profit Planning as a Concept	20
	2.2.1 Profit	22
	2.2.2 Planning	23
	2.2.3 Types of planning	25
	2.2.4 The Role of Forecasting in Planning	28
	2.2.5 Forecasting Vs planning	29
2.	3 Purpose of Profit Planning	29
	2.3.1 Long range and short range profit plan	30
2.	4 Budgetary Control	31
	2.4.1 Meaning of Budgeting and Budget	31
	2.4.2 Essentials of an Effective Budgeting	32
2.	5 Fundamental Concepts of Profit Planning	34
	2.5.1 Profit Planning and Control Process	40
	2.5.1.1 Identification and Evaluation of	
	External Variables	41
	2.5.1.2 Development of the Broad Objectives of	
	the Enterprises	41
	2.5.1.3 Development of Specific Goals for the	
	Enterprises	42
	2.5.1.4 Development and Evaluation of	

	Company Strategy	42
	2.5.1.5 Executive Management Planning	
	Instruction	42
	2.5.1.6 Preparation and Evaluation of Project	
	Plans	43
	2.5.1.7 Development of strategies and tactical	
	profit plan	43
	2.5.1.8 Implementation of profit plan	44
	2.5.1.9 Use of periodical Performance reports	44
	2.5.1.10 Follow up	45
2.6	Advantages and disadvantages of PPC	45
2.7	Basic Assumption and Limitations Profit Plan	47
2.8.	Implementation of the profit plan	48
	2.8.1 Completion of the Annual Profit Plan	48
	2.8.2 Implementing the profit plan	48
	2.8.3 Performance Reports	48
	2.8.4 Review of Previous Research Work	51
2.10 Research Gap58		58
СНА	PTER-III	
RESI	EARCH METHODOLOGY	59-61
3.1	Introduction	59
3.2	Research design	59
3.3	Data Collection Procedures and Sources of Data	59
3.4	Population and Sample	60
3.5	Tools and Technique Employed	60
CHAPTER - IV		
DAT	A PRESENTATION AND ANALYSIS	62-92
4.1	Introduction	62
4.2	Sales Revenue Budget or Plan	62

4.3	Sales budget of N.T.C.	63
	4.1.1 Tactical sales budget and achievement	71
	4.1.2 Sales budget and Profitability	72
4.2	Profit and loss of N.T.C.	75
	4.2.1 Profit and Loss of N.T.C. for the year 2000/01	
	to 2005/06	76
4.3	Overhead budget	77
4.4	Cost plan of N.T.C.	81
4.5	Variable cost of NTC	83
4.6	Fixed cost of NTC	83
4.7	Semi variable cost analysis	84
4.8	Cost volume profit analysis of NTC	85
4.9	Analysis of contribution margin (profit volume)	
	Ratio, BEP, margin of safety.	86
4.10	Analysis of account Receivable	90
4.11	Major Findings	91
CHA	PTER-V SUMMARY, CONCLUSION AND	
REC	OMMENDATION	93-98
5.1	Summary	93
5.2	Conclusion	95
5.3	Recommendation 97	
BIBI	LIOGRAPHY	

APPENDIX

LIST OF TABLES

	Page no.
Table 4.1 Budgeted and actual sales of NTC For the period	
of 2000/01 to 2005/06	64
Table 4.2 Calculation of mean, standard deviation and CV	
and probable error of budget sales and actual sales	65
Table 4.3 Presentation of mean and SD	68
Table 4.4 Fitting straight line trend by least square	70
Table 4.5 N.T.C. limited Sales budget for the fiscal year	
2005/06 by product group	71
Table 4.6 Sales budget and Profitability	73
Table 4.7 Mean and Standard deviation of Actual sales and	
Profit	74
Table 4.8 Nepal Telecom company limited profit and loss	
a/c for thee FY 2000/01 to 2005/06 (Rs in	
million)	76
Table No. 4.9 Actual overhead budget of N.T.C. from FY	
2000/01 to 2005/06 (Rs million)	78
Table 4.10 Relationship between Actual sales and Overhead	
from 2000/01 to 2005/06	79
Table 4.11 Variable Cost of NTC	83
Table 4.12 Fixed cost Analysis of N.T.C	84
Table 4.13 Income Statement of NTC for the year 2000/01	
to 05/06	85
Table no 4.14 Computation of various ratios of NTC and	
analysis	87
Table 4.15 BEP considering other income and other expenses	88
Table 4.16 Account receivable, sales revenue, collection	
period and debtors turnovers	90

LIST OF FIGURES

	Page no.
Figure 4.1 Budgeted and actual sales revenue of N.T.C. Rs.	
in million from Fy 2000/01 to 2005/06	65
Figure 4.2 Nepal Telecom Company limited profit and loss	
from the fiscal year 2000/01 to 2005/06	77
Figure 4.3 Actual overhead budget of N.T.C. from FY	
2000/01 to 2005/06 (Rs million)	78
Figure 4.4 Relationship between Actual sales and Overhead	
from 2000/01 to 2005/06	80
Figure 4.5 BEP considering other income and other	
expenses	89

ABBREVIATION

A/c	Account
ADSL	Asymmetric Digital Subscriber Line
BO	Branch Office
BEP	Break Even Point
CV	Coefficient of Variation
Fy	Fiscal Year
FC	Fixed Cost
GDP	Gross Domestic Product
НО	Head office
HPPC	Hindering Profit Planning Control
NTC	Nepal Telecom Company
PEs	Public Enterprises
UK	United Kingdom
US	United State
VC	Variable Cost
NPAT	Net Profit After Tax
ROI	Return on Investment
TTC	Telecom Training Center
RTS	Rural Telecom Service
NTTS	National Trunk Telephone Service
BFS	Bureau Fax Service
SMS	Short Message Service
ITS	International Telegraph Service
ISP	Internet Service Provide
TS	Telex Service
ADSL	Asymmetric Digital Subscriber Line
ISDN	Integrated Service Digital Network
CRBT	Caller Ring Back Tone
USSD	Unstructured Supplementary Service Data
MVPN	Mobile Virtual Private Network
MMS	Multi Media Message Service
GPRS	General Pocket Radio Service
CTD	Cell and Time Discount

TU	Tribhuwan University
IVR	Interactive Voice Response
HRMS	Human Resource Management System
DXC	Digital Cross Connect
OYT	Own Your Telephone
GM	General Manager
СМ	Contribution Margin
PV	Profit Volume
MOS	Margin of Safety
BS	Bikram Sambat
HMG	His Majesty Government
PPC	Profit Planning & Control
i.e	That is
GNP	Gross National Product
СО	Company
PF	Provident Fund
AS	Actual Sales
BE	Break Even
CMPU	Contribution Margin per unit
PV	Profit Volume
PCO	Public Call office
CDMA	Code Division Multiple Access
SIM	Subscriber Identification Module