CASH MANAGEMENT OF SELECTED COMMERCIAL BANKS

(Nepal Bank Limited & Himalayan Bank Ltd.)

By
SARITA GURUNG
Shanker Dev Campus

Campus Roll No.: 766/061 T.U. Regd. No.: 7-1-271-441-96

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

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

Kathmandu, Nepal September 2010

RECOMMENDATION

This is to certify that the thesis

Submitted by:

SARITA GURUNG

Entitled:

CASH MANAGEMENT OF SELECTED COMMERCIAL BANKS

(Nepal Bank Limited & Himalayan Bank Ltd.)

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

| Asso. | Prof. Achyut Raj Bhattarai | Prof. Bishweshor Man Shrestha | Prof. Dr. Kamal Deep Dhakal |
|-------|----------------------------|-------------------------------|-----------------------------|
| | (Thesis Supervisor) | (Head, Research Department) | (Campus Chief) |
| | | | |
| | | | |
| | | | |
| Vo | mal Prakash Adhikari | | |
| Na | (Thesis Supervisor) | | |

VIVA-VOCE SHEET

We have conducted the viva -voce of the thesis presented

By SARITA GURUNG

Entitled:

CASH MANAGEMENT OF SELECTED COMMERCIAL BANKS

(Nepal Bank Limited & Himalayan Bank Ltd.)

And found the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirement for the degree of

Master of Business Studies (MBS)

Viva-Voce Committee

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

DECLARATION

I hereby declare that the work reported in this thesis entitled "Cash Management of Selected Commercial Banks (Nepal Bank Limited & Himalayan Bank Ltd.)" submitted to Office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the degree of Master of Business Studies (MBS) under the supervision of Asso. Prof. Achyut Raj Bhattarai and Kamal Prakash Adhikari of Shanker Dev Campus, T.U.

.....

Sarita Gurung Shanker Dev Campus

Campus Roll No.: 766/061

T.U. Regd. No.: 7-1-271-441-96

1.1 ACKNOWLEDGEMENT

This study has been made with a view to examine Cash Management of Nepalese Commercial Banks. This study is designed to highlight the cash management analysis of selected listed commercial banks.

I would like to express my deep gratitude towards respected supervisors Associate Professor Achyut Raj Bhattarai and Kamal Prakash Adhikari for constant guidance. It would not have been possible for me to complete this research work without their unflagging supervision, advice and direction. So, I owe great debt of gratitude to them.

I am also grateful to all staffs of banks for providing the information and necessary data sincerely and timely and other all the staffs of the library and administration of Shanker Dev Campus.

I extend my hearty thanks to my friends Mr. Akhil Maharjan, , Mr. Kul Bikram Shahi, Mr. Prachanda Lal Shrestha, Ms. Pramila Rokka, Ms. Rina Bajracharya, Ms Shova Laxmi Maharjan and those friends who providing me valuable suggestion and encouraging me writing this thesis.

Sarita Gurung

TABLE OF CONTENTS

| Recommendation | |
|---|-------------|
| Viva Voce Sheet | |
| Declaration | |
| Acknowledgement | |
| Table of Contents | |
| List of Tables | |
| List of Figures | |
| Abbreviations | |
| | Page No. |
| CHAPTER – I INTRODUCTION | |
| 1.1 Background of the Study | 1 |
| 1.1.1 Banking in Nepal | 4 |
| 1.1.1.1 Brief Introduction of Nepal Bank Limited (I | NBL) 6 |
| 1.1.1.2 Brief Introduction of Himalayan Bank Limi | ted (HBL) 6 |
| 1.2 Focus of the Study | 7 |
| 1.3 Statement of the Problem | 8 |
| 1.4 Objective of the Study | 9 |
| 1.5 Significance of the Study | 10 |
| 1.6 Limitation of the Study | 10 |
| 1.8 Organization of the Study | 11 |
| CHAPTER – II REVIEW OF LITERATURE | |
| 2.1 Conceptual Framework of Cash Management | 12 |
| 2.1.1 Efficiency of Cash Management | 17 |
| 2.1.2 Different Techniques of Cash Management | 19 |
| 2.1.3 Determining the Optimum Cash Balance | 22 |
| 2.1.4 Cash Management Models | 23 |
| 2.1.5 Cash Cycle | 29 |
| 2.2 Review of the Related Studies | 30 |
| 2.2.1 Review of Journals | 30 |
| 2.2.2 Review from Other Independent Study in Nepa | 35 |
| 2.2.3 Review of Previous Thesis | 35 |

| CHAPTER – III RESEARCH METHODOLOGY | |
|---|----|
| 3.1 Research Design | 43 |
| 3.2 Sources of Data | 43 |
| 3.3 Population and Sample | 43 |
| 3.4 Data Gathering Instruction | 44 |
| 3.5 Data Collection Procedure | 44 |
| 3.6 Data Processing | 44 |
| 3.7 Financial Tools Techniques | 45 |
| | |
| CHAPTER – IV PRESENTATION AND ANALYSIS OF DATA | |
| 4.1 Analysis of Selected Commercial Banks under Study | 50 |
| 4.2 Analysis of Cash Balance | 50 |
| 4.3 Analysis of Cash Turnover | 52 |
| 4.4 Analysis of Current Ratio | 53 |
| 4.5 Analysis of Account Receivable | 55 |
| 4.6 Analysis of Account Receivable to Cash and Bank Balance | 58 |
| 4.7 Analysis of Investment in Cash / Bank Balance on | |
| Current Assets and Total Assets | 60 |
| 4.8 Analysis of Cash to Current Liabilities | 61 |
| 4.9 Fitting the Straight-Line Trend by least square in Cash Balance | 64 |
| 4.10 Correlation (r) between Cash Balance and Operating Income | 65 |
| 4.11 Correlation between Receivable and Operating Income | 69 |
| 4.12 Correlation between Account Receivable and Cash and Bank Balance | 71 |
| 4.13 Major Findings of the Study | |

| SUMMARY, CONCLUSION AND RECOMMENDATION |)N |
|--|--------|
| 7 | 79 |
| 8 | 80 |
| 8 | 32 |
| | |
| | 7 8 |

Bibliography

Annexure

LIST OF TABLES

| Table No. Title | | Page No. | |
|-----------------|--|----------|--|
| 4.1 | Cash/bank balance (Index) | 51 | |
| 4.2 | Cash Turnover (Time) | 53 | |
| 4.3 | Current Ratio (Time) | 54 | |
| 4.4 | Analysis of Account Receivable | 55 | |
| 4.5 | Average Collection Period (Days) | 57 | |
| 4.6 | Account Receivable to Cash and Bank Balance | 58 | |
| 4.7 | C/B Balance on CA and TA | 60 | |
| 4.8 | Cash to CL | 61 | |
| 4.9 | Trend value of Cash/Bank Balance of NBL and HBL | 64 | |
| 4.10 | Fitting the straight-line trend of Interest Receivable | | |
| | Turnover by Least Square | 68 | |

LIST OF FIGURES

| Figure | e No. Title | Page No. |
|--------|---|----------|
| 2.1 | Circulation of Current Assets | 15 |
| 2.2 | Working Capital Cycle | 16 |
| 2.3 | Optimum Cash Balance | 22 |
| 2.4 | EOQ Model of Cash Balance | 24 |
| 2.5 | Relationship between Cash and Various Costs | 25 |
| 2.6 | Cash Cycle | 29 |
| 4.1 | Cash/Bank Balance | 51 |
| 4.2 | Cash Turnover | 53 |
| 4.3 | Current Ratio | 54 |
| 4.4 | Account Receivable (Ratio in Time) | 56 |
| 4.5 | Average Collection Period | 57 |
| 4.6 | Receivable of Cash and Bank Balance | 59 |
| 4.7 | Cash to Current Liabilities | 63 |
| 4.8 | Trend line of Cash/Bank Balance | 65 |
| 4.9 | Trend Line of Receivable Turnover | 69 |

ABBREVIATIONS

ACP : Average Collection Period

AR : Account Receivable

CA : Current Assets

CL : Current Liabilities

EOQ : Economic Order Quantity

F/A : Fiscal Year
FA : Fixed Assets

GNPL: Gandaki Noodles Private Limited

HBL : Himalayan Bank Limited

i.e. : That is Limited

MOU : Memorandum of Understanding
MPES : Manufacturing Public Enterprise

NBL : Nepal Bank LimitedNRB : Nepal Rastra Bank

Pvt. : Private

TA : Total Assets