# IMPACT OF BUDGETING ON PROFITABILITY OF

# MANUFACTURING INDUSTRY

(A Case Study of Ganga Rosin and Turpentine Industry)

Submitted By Shiva Kumar Paudel Roll No.:159/061 T.U. Registration No: 7-2-268-158-98

*Submitted to:* Office of the Dean

Faculty of Management Shanker Dev Campus Tribhuvan University

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

> Kathmandu, Nepal April, 2009

### VIVA VOCE SHEET

We have conducted the viva-voce examination of the thesis presented by

#### Shiva Kumar Paudel

# Entitled: IMPACT OF BUDGETING ON PROFITABILITY OF

# MANUFACTURING INDUSTRY

(A Case Study of Ganga Rosin and Turpentine Industry)

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

Master's Degree in Business Studies (M.B.S)

### **Viva-Voce Committee**

Head of Research Department	:
Member (Thesis Supervisor)	:
Member (Thesis Supervisor)	:
Member (External Expert):	·

Date:....

### RECOMMENDATION

This is to certify that the Thesis

Submitted by:

Shiva Kumar Paudel

Entitled :

### IMPACT OF BUDGETING ON PROFITABILITY OF MANUFACTURING INDUSTRY

(A Case Study of Ganga Rosin and Turpentine Industry)

has been prepared as approved by this department in the prescribed format of faculty of management. This Thesis is forwarded for examination.

**Supervisors:** 

•••••

Prakash Singh Pradhan

(Associate Professor)

•••••

Dr. Kamal Deep Dhakal (Campus Chief)

..... Shankar Raj Joshi

(Subject Teacher)

Date:.....

#### DECLARATION

I hereby declare that the worked reported in this thesis entitled IMPACT OF BUDGETING ON PROFITABILITY OF MANUFACTURING INDUSTRY (A Case Study of Ganga Rosin and Turpentine Industry) submitted to office of the Dean, Faculty of Management, Tribhuvan University is my original work done in the form of partial fulfillment for the requirement of Master's Degree in Business Studies (MBS) under the guidance and supervision of Prakash Singh Pradhan (Associate Professor) and Shankar Raj Joshi (Subject Teacher) of Shanker Dev Campus Tribhuvan University.

Date:

Researcher Shiva Kumar Paudel Roll No.: 159/061 T.U. Registration No: 7-2-268-158-98

#### ACKNOWLEDGEMENT

At first, I heartily acknowledge Mr. Prakash Singh Pradhan and Shankar Raj Joshi of Shaker Dev Campus, Kathmandu for their timely guidance, regular supervision, kind cooperation, Suggestion and encouragement throughout the course of this investigation and the preparation of this thesis.

I think this is also an occasion to express my heartily thanks towards all the members of my family whose regular inspirations and continues contributions are the secrets of my success. More specially, my sincere thank goes to my friend Mr. David Dahal for his kind co-operation and regular inspiration to pursue my study.

I would like to express heartily thanks to all staffs of GRTI and more specially Mr. Deepak Sharma, Managing Director of Ganga Rosin & Turpentine Industries for his valuable suggestions and availability of research materials. Sincere thanks to all the staffs of Shanker Dev Campus, T.U. for kind information and suggestions.

I would like to thank Mr. Jhalak Raman Khatiwada to the support for processing the manuscripts through computers typing and printing.

Lastly, I don't want to state that this research report is complete and perfectly satisfactory. There may be various limitations and short comings. I am alone responsible for all those.

> Shiva Kumar Paudel Shanker Dev Campus Putalisadak, Kathmandu

# LIST OF ABBREVIATION

ARR	=	Average Rate of Return
BEP	=	Break Even Point
BOD	=	Board of Director
CV	=	Coefficient of Variation
CVP	=	Cost Volume Profit
FC	=	Fixed Cost
FY	=	Fiscal Year
GDP	=	Gross Domestic Product
IRR	=	Internal Rate of Return
Ltd.	=	Limited
NPV	=	Net Present Value
PA	=	Per Annum
PBP	=	Pay Back Period
PPC	=	Profit Planning and Control
P/V ratio	=	Profit Volume Ratio
Rs.	=	Nepalese Rupees
GRTI	=	Ganga Rosin and Turpentine Industries
SD	=	Standard Deviation
VC	=	Variable Cost

# TABLE OF CONTENTS

Viva-Voce Sheet Recommendation Declaration Acknowledgement Abbreviations Table of Contents List of Tables List of Diagrams

Page No.

## **CHAPTER – I INTRODUCTION**

1.1	Background of profit Planning	1
1.2	The Industrialization Development in Nepal	2
1.3	Introduction of Ganga Rosin and Turpentine Industry	3
1.3.1	Objectives of Ganga Rosin and Turpentine Industry	3
1.3.2	Resin Collection District and Capacity	4
1.3.3	Past performance Trends of GRTI	7
1.3.4	Functions of Ganga Rosin and Turpentine Industry	7
1.3.5	Importance of the Study	7
1.4	Statement of the Problem	7
1.5	Objectives of the Study	8

1.6	Limitation of Study	8
1.7	Organization of the Study	8

### **CHAPTER – II REVIEW OF LITREATURE**

2.1	Conceptual Framework	10
2.1.1	Concept of Profit Planning	10
2.1.2	Profit	12
2.1.3	Planning	12
2.1.3.1	Long-range Planning	14
2.1.3.2	Medium Term Planning	15
2.1.3.3	Short Term Planning	15
2.2	Fundamentals of Profit Planning and Control or Managerial Budgeting	17
2.2.1	Managerial Involvement and Commitment	17
2.2.2	Organizational Adaptation	17
2.2.3	Responsibility Accounting	18
2.2.4	Full Communication	18
2.2.5	Realistic Expectation	20
2.2.6	Time Dimension	20
2.2.7	Flexible Application	21
2.2.8	Behavioral View Point	21
2.2.9	Zero Base Budgeting	22
2.2.10	Follow-up	22

2.3	Components of a Comprehensive Profit Planning and Control or	
	Managerial Budgeting Program	22
2.4	Advantages or Importance of Profit Planning	26
2.5	Assumption and Limitation of Profit Planning	27
2.6	Development of Profit Planning or Managerial Budgeting	29
2.6.1	Sales Budget or Plan	29
2.6.2	Production Budget or Plan	34
2.6.3	Material Plan or Budget	40
2.6.4	Direct Labor Cost Budget or Plan	42
2.6.5	Overhead Budget or Plan	45
2.6.6	Capital expenditure Budget	47
2.6.7	Planning and Controlling Cash Flows	51
2.7	Implementation of the Profit Plan	53
2.7.1	Completion of the Annual Profit Plan	53
2.7.2	Alternatives in Developing the Profit Plan	54
2.7.3	Implementing the Profit Plan	54
2.7.4	Performance Report	55
2.8	Review of Related Studies	56

### **CHAPTER – III RESEARCH METHODOLOGY**

3.1	Research Design	63
3.2	The Population and Sample	63
3.3	Period Covered	63

3.4	Nature and Sources of Data	64
3.5	Tools Uses	64
3.6	Research Variable	64
3.7	Research Question	64

## CHAPTER – IV PRESENTATION AND ANALYSIS OF DATA

4.1	Introduction	65
4.2	Sales Budget	65
4.2.1	Long-term Sales Plan (Rosin)	66
4.2.2	Long-Term Sales Plan (Turpentine)	70
4.2.3	Tactical Short-Range Sales Plan	74
4.3	Production Plan (Budget)	76
4.3.1	Long-term Production Plan (Rosin)	77
4.3.2	Long Term Production Plan (Turpentine)	82
4.3.3	Short-range Production Budget	86
4.4	Pricing Policy of GRTI	87
4.5	Actual Production and Sales of Rosin and Turpentine	88
4.6	Resin collection Trend and Expenses Trend	91
4.7	Profit and Loss Trend	92
4. 8	Marketing System	94
4 .9	Manpower Budget	95
4.10	Planning Expenses	96
4.11	Capital Expenditure Planning	98

4.12	Cash Budget	99
4.13	Profit and Loss Account of GRTI	100
4.14	Balance Sheet	101
4.15	Financial Ratios of GRTI	102
4.16	Profit Planning with Cost-Volume- Profit Analysis	104
4.16.1	Identification of Cost Variables	104
4.16.2	Cost-Volume-Profit Analysis of GRTI	106
4.17	Major Findings OF the Study	106

# CHAPTER – V SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1	Summary	108
5.2	Conclusions	110
5.3	Recommendations	111

### **BIBLIOGRAPHY**

#### **Books:**

**American Accounting Institution**, Reading in Cost Accounting Budgeting and control, Edited by : Thomas William, E., 1994

- **Bhusan, Y.K** Fundamentals of Business Organization and Management, (Sultan Chand and Sons Publisher New Delhi), Eight Editions, 1976.
- **Chorefas, Dimitris N.** Hand Book for Scientific and Technical Personnel, TAB Professional and reference book, 1990.
- Devid W. Long Range Planning for Management, 1964.
- **Devid W.** Long Range planning for Management, Harper and Row Publishers New York, Evanstion and London, 1964.
- Frank D. Newbury, Business Forecasting Principles and Practices.
- Grace C.E. Management Control, New York Mitchell and Co., 1976.
- Halshall J.H. How to prepare an operating Budget, Longman Group Ltd. 1974.
- Hamptom, John J. Financial Decision Making, Reston Publishing Company, virgonia 1976.
- Harderson, Glenn V. Trenn Oph. Gray L. and Wert. James E. An Introduction to financial Management.
- Higgine I.C. Strategic and Operational Planning System Principle and practices, 1980.
- Kuchal S.C. Corporate Finance, Twelfth Edition condeline Publishing House Allababad,1976.
- Lynch R.M.and Williamson R.W. Accounting for Management, (Tata Mc Graw Hill Publishing Com. Ltd. ,New Delhi, Seventh RE- Print, 1992).
- Mac.Alpine, T.S. The basis Arts of Budgeting, London Business Books Ltd.
- Memoria C.B. Personnel Management, Seventh Editions, 1990.

Nire, Mcirer, Jack and Schmidgal Rayamend S. Basic Accounting Standards.

- Peferson, H. Crarg and Lewis W. Cris, Managerial Economics, Third Edition, publishing House of India, 1995.
- **Pradhan Radhe Shyam**, Industrialization in Nepal, NBU publishers and Distributors, New Delhi, 1994.
- Rathmen, P.V. Budgeting, Himalaya Publishing House, 1994. Op. Cit.
- **Robertson, Andrew**, Corporate Planning, (Hand Book of Publication Division British Institute of Management), 1968.
- Sehermerhorn, John R. J.R. Management for Productivity.
- Shrestha, M.K. Financial Management Theory and Practice, 1980
- Temy, Greege R. Principles of Management" Richard Dirwin TNC HOME Wood Lillonis, 1968.
- Van Horne, James C. Financial Management and Policy, Eight Edition, Prentice Hall of India Pvt. Ltd. New delhi, 1976.
- Welsch G.A. Budgeting, Profit Planning and Control, Fourth Edition, Prentice Hall of India, 1996.
- Welsch, Gelnn A.; Hilton Ronald W and Gordon, Paul N., Budgeting Profit Planning and control, Fifth Edition.

### Journals, Reports, Articles and Government Publications:

- **Bhatta, Krishna Dev**, Profit Planning in Royal Drugs Limited, Faculty of Management. T.U., 1999.
- **Bhattacharya, S**., Corporate Planning, New Delhi: Mohan Primlani Oxford and IBH, Publishing Co., 1981.
- **GON, Ministry of Finance**, Target and performance of Public Enterprises, 2051/52 to 2055/56.

- **GON's Office of General Auditor**, Kathmandu Published by Annual Report, 2051/52 to 2055/56.
- Koirala Shiva Ram P. Managerial Problems In Corporate Planning in Public Sector Manufacturing of Nepal, Faculty of Management, T.U., 2055.
- National Planning Commission Secretariat Central Bureau of Statistics, Statistical Year Book of Nepal, 1999, Kathmandu.
- Nepal Rosin and Turpentine Ltd. Smarika, Published NEROT, 2043.
- Pathak J.K., Prince Policy Decision in Nepal PES, Banijya Sansar Vol. 13, (T.U., Kirtipur2048).

### **Dissertations:**

- Joshi, Govinda Raj, Budgeting: Profit Planning in Nepal Rosin and Turpentine Ltd., Master Degree Dissertations Submitted to Central Department of Management, T.U., 1999.
- **Ojha, Ratna Raj**, Profit Planning in Nepal Rosin and Turpentine Ltd., Master Degree Dissertations Submitted to Control Department of Management. T.U., 1999.
- Subedi, Nur Nath, Profit Planning in Manufacturing Company of Nepal: a Case study of Nepal Rosin and Turpentine Ltd. Master Degree Dissertations Submitted to Control Department of Management, T.U. 2001.