# MANAGEMENT ACCOUNTING PRACTICES OF FINANCE COMPANIES IN NEPAL

A Thesis <u>SUBMITTED BY:</u> SANJAY SHARMA

Roll No.: 04 T.U. Regd.: 46287-95 2nd Year Exam Roll No.: 1345

# SUBMITTED TO

Office of the Dean

### **Faculty of Management**

#### **Tribhuvan University**

**Kirtipur** 

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

> Nepalgunj, Nepal December, 2008



# TRIBHUVAN UNIVERSITY FACULTY OF MANAGEMENT Mahendra Multiple Campus Nepalgunj

Ref.....

Date.....

081-520278

081-525578

8

# RECOMMENDATION

This is to certify that the thesis:

Sanjay Sharma

### **Entitled**

#### MANAGEMENT ACCOUNTING PRACTICES OF FINANCE COMPANIES IN NEPAL

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

Mr. Naba Raj Adhikari (Lecturer) (Thesis Supervisor) Mr. Bhairab Bahadur Bista (Head of Research Department)

Mr. Laxman Pokhrel (Assistant Campus Chief)

Date: .....

## TRIBHUVAN UNIVERSITY FACULTY OF MANAGEMENT Mahendra Multiple Campus

Nepalgunj

Ref.....

Date:....

## **VIVA- VOCE SHEET**

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

#### SANJAY SHARMA

#### **Entitled**

### MANAGEMENT ACCOUNTING PRACTICES OF FINANCE COMPANIES IN NEPAL

and found the thesis to be the original work of the student written according to the prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirement for Master of Business Studies (MBS)

#### **VIVA-VOCE COMMITTEE**

Chairman of Research Department ..... Member (Thesis Supervisor)..... Member (External Expert)..... Member (External Expert).....

Date: - .....

## DECLARATION

I hereby declare that the work reported in this thesis entitled "Management Accounting Practices of Finance Companies in Nepal" submitted to Department of Management, Mahendra Multiple Campus, Nepalgunj is my original work. It is done in the form of partial fulfillment of the requirements for the Master of Business Studies (M.B.S.) under the supervision and guidance of Mr. Naba Raj Adhikari, Lecturer, Mahendra Multiple Campus, Nepalgunj.

> SANJAY SHARMA Researcher T.U. Regd. No.: 46287-95 Roll No. : 1345 Mahendra Multiple Campus Nepalgunj, Nepal

Date: .....

## ACKNOWLEDGEMENTS

I would like to express my indebtedness and gratitude goes to the many individuals, who have assisted to shape this thesis in the present form, cannot be adequately conveyed in a few sentences. First of all, my gratitude goes to all the Teachers and Staffs of the Department of Management, Mahendra Multiple Campus., whose sound theoretical knowledge provided me the basis for the preparation of the thesis.

I would like to express my great sense of gratitude to my respected research supervisor Mr. Naba Raj Adhikari, Lecturer of Department of Management Mahedra Multiple Campus, Nepalgunj, for invaluable supervision, constructive comments and suggestions, which gave the final shape of this thesis.

I am indebted to the staffs of Nepal Rastra Bank and various Finance Companies for providing necessary data, information and congenial environment for preparing this thesis.

Likewise, I would like to extend my propound gratitude to Mr. Bhairab Bahadur Bista, Chairperson of Research Committee, Mr. Laxman Pokharel, Acting Head of Department of Management, Mahendra Multiple Campus, Nepalgunj, for granting me an opportunity to carry out this research. I am also thankful to all my colleagues' friends for their effort and support in this research work.

The last, but not least I would like to express my heartfelt thanks to the genius owners of M/S Lumbini Pustak Pasal, Nepalgunj, who helped me, typing and designing of this thesis neat and clean.

Thank you.

SANJAY SHARMA

December, 2008

## **TABLE OF CONTENTS**

Page No.

VIVA-VOCE SHEET RECOMMENDATION LETTER DECLARATION ACKNOWLEDGEMENTS TABLE OF CONTENT LIST OF TABLE LIST OF FIGURE ABBREVIATION

#### **CHAPTER - I**

INTRODUCTION	1-9
1.1 Background of the Study	1
1.1.1 Finance Company	2
1.1.2 Role of Management Accounting	2
1.2 Statement of the Problem	5
1.3 Objectives of the Study	6
1.4 Importance of the Study	7
1.5 Limitations of the Study	7
1.6 Research Methodology	8
1.7 Organization of the Study	8

#### CHAPTER - II

RIVIEW OF LITERATURE	10-83
2.1 Conceptual Frameworks	10
2.1.1 Concept of Accounting	11
2.1.2 Basic Assumptions of Accounting	11
2.1.3 Concept of Management	14
2.1.4 Concept of Management Accounting	14
2.1.5 A brief Historical Perspective of Management Accounting	16

2.1.6 Functions of Management Accounting	17
2.1.7 Objectives of Management Accounting	18
2.1.8 Distinction between Financial and Management Accounting	20
2.1.9 Distinction between Cost and Management Accounting	21
2.1.10 Career Opportunity in Management Accounting	21
2.1.11 Management Accounting in Nepal	22
2.2 A brief review of Management Accounting Tools	23
2.2.1 Concept and Classification of Cost	23
2.2.2 Cost Allocation	30
2.2.3 Cost – Volume- Profit Analysis	33
2.2.4 Budgeting as a Tool of Planning and Control	35
2.2.4.1 The Budgeting Process	36
2.2.4.2 Requirement for Effective Budget	37
2.2.4.3 The Master Budget	38
2.2.4.4 Zero – Base Budgeting	44
2.2.4.5 Activity – Based Budgeting	45
2.2.5 Management Accounting Control System	46
2.2.6 Standard Costing	47
2.2.6.1 Control through Standard Cost	48
2.2.6.2 Benefits of Implementing Standard Costing	50
2.2.7 Flexible Budget and Overhead Cost Control	51
2.2.8 Decision Making	53
2.2.8.1 Process of Decision Making	54
2.2.8.2 Decision Situation	55
2.2.9 Pricing Decision Regarding Product and Services	58
2.2.9.1 Cost Plus Pricing	59
2.2.9.2 Target Cost Pricing	60
2.2.9.4 Full Cost Pricing	61
2.2.9.5 Pricing under Activity- Based Costing	61
2.2.9.6 Transfer Pricing	62
2.2.10 Capital Budgeting	64

	2.2.10.1 Estimating the Project's Net Cash Flows	65
	2.2.10.2 Relevant Information for Investment Decision	66
	2.2.10.3 Risk and Uncertainty in Capital Budgeting	72
	2.2.11 Responsibility Accounting	73
	2.2.12 Financial Statement Analysis	74
	2.2.12.1 The Statement of Cash Flows	74
	2.2.12.2 Ratio Analysis	76
	2.2.13 Review of previous studies	78
	2.2.14 Research Gap	82
С	HAPTER - III	
R	ESEARCH METHODOLOGY	84-85
	3.1 Research Design	84
	3.2 Sources of Data	84
	3.3 Populations and Sample	84
	3.4 Data Gathering Procedure	84
	3.5 Data Processing Procedure	85
С	HAPTER - IV	
P	RESENTATION AND ANALYSIS OF DATA	86-105
	4.1 Percentage Scenario of Management Accounting Practice	86
	4.2 Analysis of Open-End Opinions of Manager and Finance Chief	98
	4.3 Analysis of Hypothesis Test	100
	4.4 Major Findings	102
С	HAPTER - V	
S	UMMARY, CONCLUSION AND RECOMMENDATION	106-110
	5.1 Summary	106
	5.2 Conclusion	107
	5.3 Recommendation	108

BIBLIOGRAPHY APPENDICES

## LIST OF TABLES

]	Page	No.
Table 2.1: Decision Criteria		72
Table 4.1: Practice of Management Accounting Tools in the Lister	ł	
Finance Companies in Nepal		87
Table 4.2: Budget Preparation System in the Listed Finance		
Companies in Nepal		88
Table 4.3: Basis for Preparation of Budget in the Listed Finance		
Companies in Nepal		89
Table 4.4: Budget Practice (On The Basis of Nature) in the		
Listed Finance Companies in Nepal		89
Table 4.5: Budget Practice (On the Basis of Time) in the Listed		
Finance Companies in Nepal		90
Table 4.6: Practice of Capital Budgeting Tools while Making		
Investment Decisions or Purchasing of Fixed Assets in the		
Listed Finance Companies in Nepal		90
Table 4.7: Practice of Risk Adjustment While Evaluating Capital		
Investment in the Listed Finance Companies in Nepal		91
Table 4.8: Segregation of Mixed Cost into Variable and Fixed in T	The Listed	
Finance Companies in Nepal.		92
Table 4.9: Practice of Pricing the Service in the Listed Finance		
Companies in Nepal		92
Table 4.10: Practice of Transfer Pricing in the Listed Finance		
Companies in Nepal		93
Table 4.11: Practice of Pricing for the Issue of Inventory in the		
Listed Finance Companies in Nepal		94
Table 4.12: Joint Cost Allocation in the Finance Companies		
in the Listed Nepal		94
Table 4.13: Practice of Cost and Revenue Estimation in the Listed	Finance	
Companies in Nepal		95

Table 4.14: Types of Decision Making Practice in the Listed Finance	
Companies in Nepal	95
Table 4.15: Tools Practiced in the Listed Finance Companies in Nepal	
For Measuring and Controlling the Overall Performance at the	
End of the Accounting Period	96
Table 4.16: Practice of Management Accounting Tools in the Financial	
Institutions in Nepal	97
Table 4.17: Practicing of NPV Tools	100
Table 4.18 (a) : Practicing of Risk Adjustment Technique	101
Table 4.18 (b): Practicing of Risk Adjustment Technique	101

## LIST OF FIGURES

Page No.

Figure 2.1: Graphical Approach to CVP

33

### ABBREVIATIONS

A/C	= Account
ABB	= Activity Base Budgeting
ABC	= Activity Base Costing
AD	= Anno Domini
ARR	= Accounting Rate of Return
AV	= Average
B.S	= Bikram Sambat
BEP	= Break Even Point
BOD	= Board of Director
CFAT	= Cash Flow after Tax
CGS	= Cost of Goods Sold
CMA	= Certified Management Accountant
CMPU	= Contribution Margin per Unit
CPA	= Certified Public Accountant
CVP	= Cost Volume Profit
DLH	= Direct Labour Hour
DMH	=Direct Machine Hour
F.C	= Finance Companies
FC	= Fixed Cost
FIFO	= First In First Out
FY	= Fiscal Year
GAAP	=Generally Accepted Accounting Principle
GDP	= Gross Domestic Product
GM	=General Manager
HPPCL	=Herbal Production and Processing Company Limited
IMA	= Institute of Management Accountants
IRR	= Internal Rate of Return
ISO	= International Standard Organization
LIFO	= Last In First Out

MA	= Management Accounting
MBS	= Master of Business Study
MCV	= Material Cost Variance
MOF	= Ministry of Finance
MOS	= Margin of Safety
NAS	= Nepal Accounting Standard
NCO	= Net Cash Outlay
NPV	= Net Present Value
NRB	= Nepal Rastra Bank
NSE	= Nepal Stock Exchange
NTC	= Nepal Telecom Corporation
P/E	= Price Earning
P/L	= Profit and Loss
PBP	= Pay Back Period
PI	= Profitability Index
PPC	= Profit Planning and Control
PPC RDL	<ul><li>Profit Planning and Control</li><li>Royal Drugs Limited</li></ul>
	-
RDL	=Royal Drugs Limited
RDL STD	=Royal Drugs Limited = Standard
RDL STD T.U	<ul><li>=Royal Drugs Limited</li><li>= Standard</li><li>= Tribhuvan University</li></ul>
RDL STD T.U TPV	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> </ul>
RDL STD T.U TPV UK	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> <li>= United Kingdom</li> </ul>
RDL STD T.U TPV UK USA	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> <li>= United Kingdom</li> <li>=United State of America</li> </ul>
RDL STD T.U TPV UK USA UVC	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> <li>= United Kingdom</li> <li>=United State of America</li> <li>= Unit Variable Cost</li> </ul>
RDL STD T.U TPV UK USA UVC VCPU	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> <li>= United Kingdom</li> <li>=United State of America</li> <li>= Unit Variable Cost</li> <li>= Variable Cost per Unit</li> </ul>
RDL STD T.U TPV UK USA UVC VCPU WHO	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> <li>= United Kingdom</li> <li>=United State of America</li> <li>= Unit Variable Cost</li> <li>= Variable Cost per Unit</li> <li>= World Health Organization</li> </ul>
RDL STD T.U TPV UK USA UVC VCPU WHO WTO	<ul> <li>=Royal Drugs Limited</li> <li>= Standard</li> <li>= Tribhuvan University</li> <li>= Total Present Value</li> <li>= United Kingdom</li> <li>= United State of America</li> <li>= Unit Variable Cost</li> <li>= Variable Cost per Unit</li> <li>= World Health Organization</li> <li>= World Trade Organization</li> </ul>