A STUDY ON MANAGEMENT ACCOUNTING PRACTICES IN CIVIL AVIATION AUTHORITY OF NEPAL



BY NIRANJAN DALLAKOTI

Shanker Dev Campus Roll.No. 1139/059 T.U. Regd. No. 5-1-37-65-96

A Thesis Submitted To

Office of the Dean
Faculty of Management
Tribhuvan University
In the partial fulfillment of the requirement of the Degree of

Master of Business Studies (MBS) Kathamandu September 2008

RECOMMENDATION

This is to certify that the thesis

Submitted by: NIRANJAN DALLAKOTI

Entitled:

A STUDY ON MANAGEMENT ACCOUTNING PRACTICES IN CIVIL AVIATION AUTHORITY OF NEPAL

Ì	ras i	been preparea	l as approved	by this a	department	in the	prescribed	format (of the .	Faculty of	f
			Management	. This the	esis is forw	arded _.	for examin	ation.			

Yamesh Man Singh Dr. Kamal Deep Dhakal (Supervisor) (Campus Chief)

VIVA-VOCE SHEET

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

NIRANJAN DALLAKOTI

Entitled:

A STUDY ON MANAGEMENT ACCOUTNING PRACTICES IN CIVIL AVIATION AUTHORITY OF NEPAL

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 Master of Business Studies (M.B.S.)

Viva-voce Committee

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

DECLARATION

I here by declare that the data and work presented in this study entitled "A Study on Management Accounting Practices in Civil Aviation Authority of Nepal" submitted to Shanker Dev Campus, Faculty of Management, Tribhuvan University is my original work done for the partial fulfillment of the requirement of the Degree of Master of Business Studies (M.B.S) under the guidance and supervision of Yamesh Man Singh, Reader of Shanker Dev Campus.

Niranjan Dallakoti Researcher Shanker Dev Campus Roll. No. 1139/059

Date:

ACKNOWLEDGEMENT

This thesis has been prepared for the partial fulfillment of the requirement of the Degree of Master of Business Studies (MBS). It would have been almost impossible to complete this with out co-operation and help from different persons.

At first, I would like to express my sincere gratitude and deep respect to honorable teacher Mr. Yamesh Man Singh, Reader of Shanker Dev Campus, for his valuable suggestions, guidance and encouragement in the completion of this study.

I also owe indebtedness to the top-level management, financial and accounting personnel and the staffs of CAAN for their positive co-operation and help. Similarly, I would like to express thanks to all the library and administrative staffs of Shanker Dev Campus for the necessary help in the preparation of this thesis. I must not forget to thank my friends and colleagues for the regular inspiration and support. Many many thanks to my friends Mr. Nama Raj Koirala, Laxman Devkota and Santosh Regmi. Similarly very much thanks to Air Traffic Services – 003 Batch, Precious Public English School Balkot Bhaktapur and Bharatpur Civil Aviation Office Bharatpur Chitwan Family.

I would like to extend my heart-felt gratitude to my family members (Mother Hira Devi, Brother Deepak and Sisters Sarita and Manju). They always inspired me to complete my higher study and provided all the necessary logistic supports.

Lastly, I want to take all the responsibility and welcome the comments from you all.

Thanks

Niranjan Dallakoti Researcher Shanker Dev Campus Roll. No. 1139/059

Table of Contents

Recommendation Viva – Voce Sheet Declaration Acknowledgement Table of Contents List of Tables List of Figures Abbreviation

CHAPTER I INTRODUCTION

1.1	Background of the Study	1
1.2	Role of Management Accounting	3
1.3	Civil Aviation	4
1.3.1	Human Dream of Flying	4
1.3.2	Evolution of Aviation	5
1.3.3	International Civil Aviation Organization (ICAO)	6
1.3.3.1	Introduction	6
1.3.3.2	Aim and Objectives of ICAO	8
1.3.3.3	Regional Offices	8
1.3.4	Civil Aviation in Nepal	9
1.3.4.1	History of Civil Aviation in Nepal	9
1.3.4.2	Establishment of Civil Aviation	
	Authority of Nepal (CAAN)	10
1.3.4.2.1	Purpose of Establishment of CAAN	10
1.3.4.2.2	Vision of CAAN	10
1.3.4.2.3	Mission of CAAN	10
1.3.4.2.4	Strategy of CAAN	10
1.3.4.2.5	Value of CAAN	10
1.3.4.2.6	CAAN as an Autonomous Body	11
1.3.4.2.7	Functions, Duties and Power of Authority	11
1.3.4.3	Organizational Structure	11
1.3.4.4	Constitution of the Board of Directors	12
1.3.4.5	Financial Provision	13
1.3.4.6	Financial Structure of CAAN	14
1.3.4.7	Revenue and Expenditure Provision of CAAN	14
1.3.4.8	Accounting Standards	15
1.3.4.9	Airports of Nepal in Brief	16
1.3.4.9.1	Tribhuvan International Airport	16

1.3.4.9.2	Biratnagar Airport	16
1.3.4.9.3	Gautam Buddha Airport	17
1.3.4.9.4	Nepalgunj Airport	17
1.3.4.9.5	Pokhara Airport	17
1.3.4.9.6	Bharatpur Airport	18
1.3.4.9.7	Simara Airport	18
1.3.4.9.8	Janakpur Airport	18
1.3.4.9.9	Lukla Airport	19
1.3.4.9.10	Jomsom Airport	19
1.3.4.9.11	Chandragadhi Airport	19
1.3.4.9.12	Dhangadhi Airport	19
1.3.4.10	Aiports of Nepal	20
1.3.4.11	Air Services in Nepal	21
1.3.4.11.1	International Air Services	21
1.3.4.11.2	Domestic Air Services in Nepal	21
1.3.5	Aviation and Tourism	22
1.4	Focus of Study	24
1.5	Statement of Problem	24
1.6	Objectives of Study	25
1.7	Significance of Study	25
1.8	Limitation of Study	26
1.9	Organization of Study	26

CHAPTER II REVIEW OF LITERATURE

2.1	Accounting	27
2.2	Financial Accounting	27
2.3	Cost Accounting	28
2.4	Evolution of Management Accounting	29
2.5	Functions of Management Accounting	29
2.6	Objectives of Management Accounting	30
2.7	Advantages of Management Accounting	31
2.8	Limitation of Management Accounting	32
2.9	History of Management Accounting in Nepal	33
2.10	Nepalese Accounting Standards with	
	International Accounting Standards	34
2.11	Management Accounting Methodology (Tools Review)	34
2.11.1	Cost Concept	34
2.11.1.1	Cost Accumulation	35
2.11.1.2	Cost Classification and Behaviour	35
2.11.1.3	Cost Allocation	36
2.11.1.4	Method of Mixed Cost Segregations	36

	2.11.1.4.1	The High-Low Method	36
	2.11.1.4.2	Least Square Method	37
	2.11.1.4.3	Analytical Method	37
2.11.	.2	Product Costing	37
2.1	1.2.1	Variable / Direct Costing	37
2.1	1.2.1	Absorption Costing	38
2.11.	.3	Standard Costing	38
2.11.	.4	Most Widely Used Standards	38
2.1	1.4.1	Ideal (Perfection) Standard	39
2.1	1.4.2	Practical (Current Attainable) Standards	39
2.11.	.5	Variance Analysis	39
2.11.	.6	Budgeting	39
2.11.		Master Budget	40
2.1	1.7.1	Operational Budget	40
	2.11.7.1.1	Sales Budget	40
	2.11.7.1.2	The Production Budget	41
	2.11.7.1.3	Purchase Budget	41
	2.11.7.1.4	Direct Material Budget	41
	2.11.7.1.5	Direct Labour Budget	41
	2.11.7.1.6	The Manufacturing Overhead Budget	42
	2.11.7.1.7	The Selling and Administrative Overhead	42
2.1	1.7.2	Financial Budget	42
_,,	2.11.7.2.1	The Budgeted Income Statement	42
	2.11.7.2.2	The Cash Budget	42
	2.11.7.2.3	Budgeted Balance Sheet	43
2.11.		Zero Base Budgeting	43
2.11.		Activity Based Budgeting	44
2.11.		Flexible Budget	44
2.11		Capital Budgeting	45
	1.11.1	Discounted Cash Flow (DCF) Method	46
	2.11.11.1.1	Net Present Value Method (NPV)	46
	2.11.11.1.2	Internal Rate of Return (IRR) Method	47
	2.11.11.1.3	Profitability Index	48
2.1	1.11.2	Short – Cut and Simple Method	48
2.1	2.11.11.2.1	Payback Period (PBP)	49
	2.11.11.2.2	Average Rate of Return	49
2.11.		Analysis of Risk and Uncertainty under Capital Budgeting	50
	1.12.1	Traditional Techniques for Risk Analysis	51
2.1	2.11.12.1.1	Risk Adjusted Discount Rate (RAD)	51
	2.11.12.1.2	Certainty Equivalent Co-efficient	51
	2.11.12.1.3	Sensitivity Analysis	51
2 1	1.12.2	Statistical Techniques for Risk Analysis	52
2.1	2.11.12.2.1	Assignment of Probabilities	52
	2.11.12.2.1	Standard Deviation	52
	2.11.12.2.2	Co-efficient of Variance	53
	2.11.12.2.3	Decision Tree	53
	4.11.14.4. 4	Decision free	JJ

2.11.13	Financial Statement Analysis	53
2.11.13.1	Ratio Analysis	54
2.11.13.1.1	Liquidity Ratio	54
2.11.13.1.2	Leverage Ratio	54
2.11.13.1.3	Profitability Ratio	55
2.11.13.1.4	Activity Ratio	55
2.11.13.2	Categories of Ratio Analysis	55
2.11.14	Cash Flow Analysis	56
2.11.15	Cost Volume Profit Analysis	56
2.11.16	Decision Making	57
2.11.16.1	Special Order Decision	58
2.11.16.2	Sell Now or Further Process Decision	58
2.11.16.3	Make or Buy Decision	58
2.11.16.4	Equipment Replacement	58
2.11.16.5	Lease or Purchase	59
2.11.17	Price of the Product and Service	59
2.11.17.1	Cost plus Pricing	60
2.11.17.2	Target Cost Pricing	61
2.11.17.3	Full Cost Pricing	61
2.11.17.4	Transfer Pricing	62
2.11.17.5	Methods of Transfer Pricing	62
2.11.17.5.1	Market Based Transfer Pricing	62
2.11.17.5.2	Cost Based Transfer Pricing	62
2.11.17.5.3	Negotiated Transfer Pricing	63
2.11.17.5.4	General Formula Approach to Transfer Pricing	63
2.12	A Brief Review of Previous Research Work	63
2.12.1	Mr. Khagendra Prasad Ojha	63
2.12.2	Mr. Manish Raj Shakya	64
2.12.3	Mr. Narayan Prasad Bhattarai	65
2.12.4	Mrs. Dozy Tater	66
2.12.5	Miss Pratima Dongol	67
2.12.6	Miss Abha Subedi	67
2.12.7	Mr. Sagar Sharma	68
2.12.8	Miss Kalpana Bhattarai	69
2.12.9	Mr. Bodha Raj Tripathee	70
2.12.10	Mr. Phanindra Raj Kharel	71
2.12.11	Mr. Ailendra Kumar KC	71
2.12.12	Mr. Raj Kumar Duwadi	73
2.13	Research Gap	74

CHAPTER III RESEARCH METHODOLOGY

3.1	Research Design	75
3.2	Nature and Sources of Data	75
3.3	Population and Sample	75
3.4	Data Collecting and Processing Procedure	76
3.5	Research Variables	76
	CHAPTER IV	
	PRESENTATION AND ANALYSIS OF DATA	
4.1	Introduction	77
4.2	Tabulation and Graphical Representation of Practices of	
	Management Accounting Tools.	77
4.2.1	Percentage Analysis of Management Accounting Practices	78
4.2.2	Methods of Segregating Mixed Cost into Fixed and Variable	79
4.2.3	Budget Practices in CAAN	80
4.2.4	Basis for Budget Preparation in CAAN	80
4.2.5	Types of Budget Based on Period Practiced in CAAN	81
4.2.6	Budget Preparation System	82
4.2.7	Practice of Capital Budgeting Tools in Purchasing Fixed	
	Assets or Making Long Term Investment	83
4.2.8	Adjustment of Risk while Evaluating Capital Investment	84
4.2.9	Tools Practiced for Overall Performance	84
4.2.10	Practices for Pricing of Products and Services	85
4.2.11	Cost and Revenue Estimation Practices	86
4.2.12	Practices of Transfer Pricing	87
4.2.13	Decision Making Practices	87
4.2.14	Inventory Valuation Method	87
4.2.15	Accounting System	87
4.2.16	Management and Management Accounting	88
4.2.17.	Airport Status	88
4.3	Major Findings	89
4.3.1	Related to Management Accounting Practices	89
4.3.2	Difficulties on Application of Management Accounting Tools	90
4.3.3	Suggestions for the Application of Management Accounting	-
_	Tools in CAAN	91
4.3.4	Other Findings of CAAN	92

CHAPTER V SUMMARY, CONCLUSION AND RECOMMENDATION

Bibliography					
Append	Appendix: Questionnaires				
	LIST OF TABLES				
1.1	Regional Offices and Headquarters of ICAO	9			
1.2	Organizational Structure of CAAN	12			
1.3	Financial Structure of CAAN	14			
1.4	Airports of Nepal	20			
4.1	Percentage Analysis of Management Accounting Practices	78			
4.2	Methods of Segregating Mixed Cost into Fixed and Variable	79			
4.3	Budget Practices in CAAN	80			
4.4	Basis for Budget Preparation in CAAN	80			
4.5	Types of Budget Based on Period Practiced in CAAN	81			
4.6	Budget Preparation System	82			
4.7	Practice of Capital Budgeting Tools in Purchasing Fixed				
	Assets or Making Long Term Investment	83			
4.8	Adjustment of Risk while Evaluating Capital Investment	84			
4.9	Tools Practiced for Overall Performance	84			
4.10	Practices for Pricing of Products and Services	85			
4.11	Cost and Revenue Estimation Practices	86			

94

95 97

Summary Conclusion

Recommendation

5.1

5.2 5.3

LIST OF FIGURES

4.1	Percentage Analysis of Management Accounting Practices	78
4.2	Methods of Segregating Mixed Cost into Fixed and Variable	79
4.3	Budget Practices in CAAN	80
4.4	Basis for Budget Preparation in CAAN	81
4.5	Types of Budget Based on Period Practiced in CAAN	81
4.6	Budget Preparation System	82
4.7	Practice of Capital Budgeting Tools in Purchasing Fixed	
	Assets or Making Long Term Investment	83
4.8	Adjustment of Risk while Evaluating Capital Investment	84
4.9	Tools Practiced for Overall Performance	85
4.10	Practices for Pricing of Products and Services	85
4.11	Cost and Revenue Estimation Practices	86

ABBREVIATIONS

AOC Air Operator Certificate

AMSL Average Mean Sea Level

ARR Average Rate of Return

BS Bikram Sambat

BOD Board of Directors

BEP Break Even Point

CAAN Civil Aviation Authority of Nepal

CIP Commercially Important Person

CFAT Cash Flow after Tax

CFA Cash Flow Analysis

CVP Cost Volume Profit

DG Director General

DCA Department of Civil Aviation

FY Fiscal Year

FIFO First In First Out

GON Government of Nepal

ICAO International Civil Aviation Organization

IRR Internal Rate of Return

KTM Kathmandu

LIFO Last In First Out

NAS Nepal Accounting Standard

NAC Nepal Airlines Corporation

NPV Net Present Value

PICAO Provisional International Civil Aviation Organization

PBP Payback Period

RADAR Radio Detection and Ranging

SARPS Standards and Recommended Practices

STOL Short Take Off and Landing

TIA Tribhuvan International Airport

WTO World Trade Organization