

# **Liquidity Management of Nepal Development Bank Ltd. and Development Credit Bank Ltd.**

A thesis

***SUBMITTED BY:***

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Lastly, due to lack of perfect knowledge and experience, I hearty sorry for my any mistake and take a responsible for all comments.

Milan Raj Gadtula  
Researcher

## **RECOMMENDATION**

**This is to certify that the thesis**

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**Entitled:**

**Liquidity Management of Nepal Development Bank  
Ltd. and Development Credit 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.

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Yamesh Man Singh  
(Thesis Supervisor)

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# **VIVA- VOCE SHEET**

**We have conducted the viva –voce examination of the  
thesis**

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And found the thesis as the original work of the student written accounting 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 (M. B. S.)

## **Viva-Voce Committee**

Head of Research Department : .....

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Member (External Expert) : .....

Date : .....

# DECLARATION

I, hereby, declare that the work reported in this thesis entitled “**Liquidity Management of Nepal Development Bank Ltd. and Development Credit Bank Ltd**”. submitted to Shanker Dev Campus, 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 (M. B.S.) under the supervision of Mr. Yamesh Man Singh, Associate Professor of Shanker Dev Campus.

Milan Raj Gadtaula  
Researcher

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## ABBREVIATIONS

|       |   |                                 |
|-------|---|---------------------------------|
| AD    | : | Anno Dominie                    |
| ATM   | : | Automatic Teller Machine        |
| BS    | : | Bikram Sambat                   |
| CAs   | : | Current Assets                  |
| CB    | : | Cash and Bank Balance           |
| CL    | : | Current Liability               |
| CRR   | : | Cash Reserve Ratio              |
| CV    | : | Coefficient of Variance         |
| DCBL  | : | Development Credit Bank         |
| DDC   | : | Dairy Development Corporation   |
| DR    | : | Debt Ratio                      |
| EBIT  | : | Earning Before Interest and Tax |
| EBL   | : | Everest Bank Ltd.               |
| EPF   | : | Employee Provident Fund         |
| FSRP  | : | Financial Sector Reform Program |
| FY    | : | Fiscal year                     |
| HCCL  | : | Himal cement Company Ltd.       |
| IDBI  | : | Industrial Development Bank of  |
| JVB   | : | Joint Venture Bank              |
| KTM   | : | Kathmandu                       |
| MSS   | : | Mean sum of square              |
| NABIL | : | Nepal Arab Bank Ltd.            |
| NBBL  | : | Nepal Bangladesh Bank Ltd.      |
| NBCL  | : | Nepal Battery Company Ltd.      |
| NBL   | : | Nepal Bank Ltd.                 |
| NDBL  | : | Nepal Development Bank          |
| NEPSE | : | Nepal Stock Exchange            |
| NIBL  | : | Nepal Investment Bank Ltd       |
| NLL   | : | Nepal Lever Ltd.                |
| NPAT  | : | Net Profit after Tax            |

|      |   |                                 |
|------|---|---------------------------------|
| NRB  | : | Nepal Rastra Bank               |
| NSCL | : | Nepal Co-operative Society Ltd. |
| NTC  | : | Nepal Telecommunication         |
| NTDC | : | Nepal Tea Development           |
| PEs  | : | Public Enterprises              |
| QA   | : | Quick Assets                    |
| QR   | : | Quick Ratio                     |
| RBS  | : | Rastriya Beema Sansthan         |
| ROA  | : | Return on Assets                |
| ROE  | : | Return on Equity                |
| S.E. | : | Standard Error                  |
| SD   | : | Standard Deviation              |
| SDR  | : | Saving Deposit Ratio            |
| Ss   | : | Sum of squares                  |
| TAs  | : | Total Assets                    |
| Td   | : | Total debt                      |
| TD   | : | Total Deposit                   |
| TU   | : | Tribhuban University            |
| WC   | : | Working Capital                 |

## Annex-I

### The simple correlation analysis of NDBL between different variables

| S.N | Variables                               | r       | Relation | (r <sup>2</sup> ) | P.E    | 6 P.E  | Sig/insig |
|-----|---|---------|----------|-------------------|--------|--------|-----------|
| 1   | Cash and bank Balance and NRB Bal.      | -0.3169 | Negative | 0.1004            | 0.2714 | 1.6282 | insing.   |
| 2   | Cash and bank Balance and Saving Dep.   | 0.3938  | Positive | 0.1551            | 0.1046 | 0.6276 | Not con   |
| 3   | Cash and bank Balance and Total Dep.    | -0.0833 | Negative | 0.0069            | 0.2996 | 1.7973 | insing.   |
| 4   | Cash and bank Balance and Net Profit    | -0.0274 | Negative | 0.0008            | 0.3014 | 1.8085 | insing.   |
| 5   | Cash and bank Balance & Loan and Adv.   | -0.3099 | Negative | 0.0960            | 0.2727 | 1.6360 | insing.   |
| 6   | Loan and Advances and Total Deposit     | 0.9422  | Positive | 0.8877            | 0.0339 | 0.2032 | Sig       |
| 7   | Cash and bank Balance and Current Liab. | -0.1741 | Negative | 0.0303            | 0.2925 | 1.7550 | insing.   |
| 8   | Loan and Advances and Net Profit        | 0.1122  | Positive | 0.0126            | 0.2978 | 1.7871 | insing.   |
| 9   | Quick Assets and Current Liability      | 0.1354  | Positive | 0.0183            | 0.2961 | 1.7767 | insing.   |
| 10  | Working Capital and Total Assets        | -0.8715 | Negative | 0.7595            | 0.0726 | 0.4353 | insing.   |
| 11  | Working Capital and Total Debt          | -0.8717 | Negative | 0.7598            | 0.0725 | 0.4348 | insing.   |
| 12  | Total Debt and Total Deposit            | 0.9755  | Positive | 0.9516            | 0.0146 | 0.0877 | Sig       |
| 13  | Total Deposit and investment            | 0.9149  | Positive | 0.8370            | 0.0492 | 0.2949 | Sig       |

### The simple correlation analysis of DCBL between different variables

| S.N | Variables                               | r       | Relation | (r <sup>2</sup> ) | P.E    | 6 P.E  | Sig/insig |
|-----|---|---------|----------|-------------------|--------|--------|-----------|
| 1   | Cash & bank Balance and NRB Balance     | 0.7961  | Positive | 0.6337            | 0.4275 | 2.5647 | Not con.  |
| 2   | Cash and bank Balance and Saving Dep.   | 0.9117  | Positive | 0.8313            | 0.0509 | 0.3054 | Sig       |
| 3   | Cash and bank Balance and Total Dep.    | 0.9357  | Positive | 0.8755            | 0.0376 | 0.2254 | Sig       |
| 4   | Cash and bank Balance and Net Profit    | 0.7161  | Positive | 0.5129            | 0.1469 | 0.8816 | Not con.  |
| 5   | Cash and bank Balance & Loan and Adv.   | 0.9200  | Positive | 0.8464            | 0.0463 | 0.2780 | Sig       |
| 6   | Loan and Advances and Total Deposit     | 0.9919  | Positive | 0.9838            | 0.0049 | 0.0293 | Sig       |
| 7   | Cash and bank Balance and Current Liab. | 0.9232  | Positive | 0.8523            | 0.0445 | 0.2673 | Sig       |
| 8   | Loan and Advances and Net Profit        | 0.7850  | Positive | 0.6163            | 0.1158 | 0.6945 | Sig       |
| 9   | Quick Assets and Current Liability      | 0.9527  | Positive | 0.9077            | 0.0278 | 0.1670 | Sig       |
| 10  | Working Capital and Total Assets        | -0.9925 | Negative | 0.9851            | 0.0045 | 0.0270 | insing.   |
| 11  | Working Capital and Total Debt          | -0.9895 | Negative | 0.9792            | 0.0063 | 0.0377 | insing.   |
| 12  | Total Debt and Total Deposit            | 0.9955  | Positive | 0.9910            | 0.0027 | 0.0164 | Sig       |
| 13  | Total Deposit and investment            | -0.6715 | Negative | 0.4510            | 0.1656 | 0.9937 | insing.   |

The correlation coefficient are calculated using computer excel programmed.

The P.E is calculated using the following formula:

**P.E of Cash and Bank Balance & NRB Balance of NDBL**

$$\begin{aligned}
 \text{P.E.} &= \frac{1-r^2}{\sqrt{n}} \\
 &= \frac{0.6745 \times 1 - 0.100394}{\sqrt{5}} \\
 &= \frac{0.6745 \times 0.8996059}{2.236068} \\
 &= 0.271362
 \end{aligned}$$

**Correlation between Cash and bank Balance & NRB Balance of NDBL & DCBL**

| Fiscal Year       | Cash and Bank Balance |        | NRB Balance |          |
|-------------------|-----------------------|--------|-------------|----------|
|                   | NDBL                  | DCBL   | NDBL        | DCBL     |
| 2058/059          | 260.62                | 218.87 | 50.8300     | 3.2500   |
| 2059/060          | 527.14                | 421.69 | 23.5800     | 19.7400  |
| 2060/061          | 292.09                | 387.53 | 26.1600     | 14.5300  |
| 2061/062          | 295.48                | 406.69 | 36.4200     | 27.1400  |
| 2062/063          | 506                   | 533.72 | 43.1400     | 121.9500 |
| Correlation(r)    |                       |        | (0.3169)    | 0.7961   |
| r <sup>2</sup>    |                       |        | 0.1004      | 0.6337   |
| 1- r <sup>2</sup> |                       |        | 0.8996      | 0.3663   |
| √n                |                       |        | 2.2361      | 2.2361   |
| S.E               |                       |        | 0.4023      | 0.1638   |
| P.E               |                       |        | 0.2714      | 0.1105   |

Note: And other calculation are done accordingly

## Annex-II

### Simple Regression Analysis

#### I. Cash and Bank Balance (CB) on Current Liability (CL) of NDBL

##### Regression

###### Variables Entered/Removed<sup>b</sup>

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1     | CL <sup>a</sup>   | .                 | Enter  |

a. All requested variables entered.

b. Dependent Variable: CB

###### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .174 <sup>a</sup> | .030     | -.293             | 146.69833                  |

a. Predictors: (Constant), CL

###### ANOVA<sup>b</sup>

| Model |            | Sum of Squares | df | Mean Square | F    | Sig.              |
|-------|------------|----------------|----|-------------|------|-------------------|
| 1     | Regression | 2018.651       | 1  | 2018.651    | .094 | .779 <sup>a</sup> |
|       | Residual   | 64561.198      | 3  | 21520.399   |      |                   |
|       | Total      | 66579.849      | 4  |             |      |                   |

a. Predictors: (Constant), CL

b. Dependent Variable: CB

#### I. Cash and Bank Balance (CB) on Current Liability (CL) of DCBL

##### Regression

###### Variables Entered/Removed<sup>b</sup>

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1     | CL <sup>a</sup>   | .                 | Enter  |

a. All requested variables entered.

b. Dependent Variable: CB

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .923 <sup>a</sup> | .852     | .803              | 50.18495                   |

a. Predictors: (Constant), CL

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 43605.790      | 1  | 43605.790   | 17.314 | .025 <sup>a</sup> |
|       | Residual   | 7555.588       | 3  | 2518.529    |        |                   |
|       | Total      | 51161.378      | 4  |             |        |                   |

a. Predictors: (Constant), CL

b. Dependent Variable: CB

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 59.545                      | 83.384     |                           | .714  | .527 |
|       | CL         | .218                        | .052       | .923                      | 4.161 | .025 |

a. Dependent Variable: CB

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 555.936                     | 590.293    |                           | .942  | .416 |
|       | CL         | -.095                       | .309       | -.174                     | -.306 | .779 |

a. Dependent Variable: CB

Note: the simple regression coefficient of the different variables are calculated using SPSS 12 program, and other calculation are done accordingly

## Annex-III Multiple Regression Analysis

### I. Cash and Bank Balance (CB) on Total Deposit (TD) and Net Profit (NP) of NDBL

#### Regression

##### Variables Entered/Removed<sup>b</sup>

| Model | Variables Entered   | Variables Removed | Method |
|-------|---------------------|-------------------|--------|
| 1     | TD, NP <sup>a</sup> | .                 | Enter  |

a. All requested variables entered.

b. Dependent Variable: CB

##### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .086 <sup>a</sup> | .007     | -.985             | 181.78016                  |

a. Predictors: (Constant), TD, NP

##### ANOVA<sup>b</sup>

| Model |            | Sum of Squares | df | Mean Square | F    | Sig.              |
|-------|------------|----------------|----|-------------|------|-------------------|
| 1     | Regression | 491.794        | 2  | 245.897     | .007 | .993 <sup>a</sup> |
|       | Residual   | 66088.055      | 2  | 33044.027   |      |                   |
|       | Total      | 66579.849      | 4  |             |      |                   |

a. Predictors: (Constant), TD, NP

b. Dependent Variable: CB

##### Coefficients<sup>a</sup>

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 474.274                     | 867.662    |                           | .547  | .639 |
|       | NP         | -.018                       | .592       | -.021                     | -.030 | .979 |
|       | TD         | -.056                       | .483       | -.082                     | -.116 | .919 |

a. Dependent Variable: CB

### I. Cash and Bank Balance (CB) on Total Deposit (TD) and Net Profit (NP) of DCBL

#### Regression

**Variables Entered/Removed<sup>b</sup>**

| Model | Variables Entered   | Variables Removed | Method |
|-------|---------------------|-------------------|--------|
| 1     | TD, NP <sup>a</sup> | .                 | Enter  |

a. All requested variables entered.

b. Dependent Variable: CB

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .936 <sup>a</sup> | .876     | .752              | 56.37655                   |

a. Predictors: (Constant), TD, NP

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 44804.747      | 2  | 22402.374   | 7.049 | .124 <sup>a</sup> |
|       | Residual   | 6356.631       | 2  | 3178.315    |       |                   |
|       | Total      | 51161.378      | 4  |             |       |                   |

a. Predictors: (Constant), TD, NP

b. Dependent Variable: CB

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 37.166                      | 99.689     |                           | .373  | .745 |
|       | NP         | .259                        | 3.752      | .026                      | .069  | .951 |
|       | TD         | .242                        | .100       | .916                      | 2.417 | .137 |

a. Dependent Variable: CB

**Model**

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 1.000 <sup>a</sup> | 1.000    | 1.000             | .                          |

a. Predictors: (Constant), TD, INV, NP,

**Note: The multiple regression coefficients of the different variables are calculated using SPSS 12 program and other calculation are done accordingly.**

## Annex-IV Hypothesis Test

- a. t-test: Test of significance of correlation coefficient between two variables has been done in simple correlation analysis by using SPSS 12 statistical software.
- b. F-test: in this test one-way ANOVA table are used.

|                           |
|---------------------------|
| <b>One-way ANOVA Test</b> |
|---------------------------|

**Test of Average value of cash & bank balance to total deposit ratio between two selected banks.**

| NDBL (c <sub>1</sub> )         | DCBL (c <sub>2</sub> )         | c <sub>1</sub> <sup>2</sup>                 | c <sub>2</sub> <sup>2</sup>                 |
|--------------------------------|--------------------------------|---|---|
| 13.69485825                    | 23.81765948                    | 187.5491426                                 | 567.280903                                  |
| 26.54493816                    | 32.23905016                    | 704.633742                                  | 1039.356355                                 |
| 15.82714711                    | 27.40722929                    | 250.4985858                                 | 751.1562174                                 |
| 18.11349439                    | 27.49633215                    | 328.0986792                                 | 756.048282                                  |
| 74.18043792                    | 25.37427676                    | 5502.737371                                 | 643.8539212                                 |
| <b>c<sub>1</sub>= 148.3609</b> | <b>c<sub>2</sub>= 136.3345</b> | <b>c<sub>1</sub><sup>2</sup>= 6973.5175</b> | <b>c<sub>2</sub><sup>2</sup>= 3757.6957</b> |

**I. Calculation of sum of individual items:**

$$\begin{aligned}
 T &= c_1 + c_2 \\
 &= 148.3609 + 136.3345 \\
 &= 284.6954237
 \end{aligned}$$

**ii. Calculation of correction factor (c.f)**

$$\begin{aligned}
 \text{c.f} &= \frac{(T)^2}{n} \\
 &= \frac{284.6954237^2}{10} \\
 &= 8105.148427
 \end{aligned}$$

**iii. Calculation of sum of square due to total (SST):**

$$\begin{aligned}
 \text{SST} &= c_1^2 + c_2^2 - \text{c.f} \\
 &= 6973.51752 + 3757.695679 - 8105.148427 \\
 &= 2626.064772
 \end{aligned}$$

**iv. Calculation of sum of square due to column (SSC)**

$$\begin{aligned}
 \text{SSC} &= \frac{(c_1)^2 + (c_2)^2}{n} \\
 &= \frac{(148.3608758)^2 + (136.3345478)^2}{5} - 8105.148 = 14.46
 \end{aligned}$$

**V. Calculation of sum of square due to Error (SSE)**

$$\begin{aligned}
 \text{SSE} &= \text{SST} - \text{SSC} \\
 &= 2626.064 - 14.4632 = 2611.601515
 \end{aligned}$$

**vi. Calculation of Mean sum of square due to column (MSC)**

$$\text{MSC} = \frac{\text{SSE}}{\text{d.f}} = \frac{\text{SSE}}{C-1} = \frac{14.4632}{2-1} = 14.4632$$

**vii. Calculation of Mean sum of square due to Error (MSE)**

$$\text{MSE} = \frac{\text{SSE}}{\text{d.f}} = \frac{\text{SSE}}{N-C} = \frac{2611.6015}{10-2} = 326.45018$$

**viii. F=** 
$$F = \frac{\text{MSC}}{\text{MSE}} = \frac{14.4632}{326.45018} = 0.044304635$$

Note: Other calculations are done accordingly.

