

नेपाल राष्ट्र बैंक
जनशक्ति व्यवस्थापन विभाग

प्रशासन सेवातर्फको अधिकृत तृतीय पद खुल्ला प्रतियोगितात्मक
परीक्षाको पाठ्यक्रम तथा परीक्षा योजना
(संशोधित पाठ्यक्रम मिति २०७६/०३/०३)

यस बैंकमा प्रशासन सेवातर्फको अधिकृत तृतीय पद खुल्ला प्रतियोगिताद्वारा पूर्ति गर्न लिइने एकीकृत परीक्षा प्रणाली (Integrated Examination System) अन्तर्गतको लिखित परीक्षाको पत्र, विषय, पूर्णाङ्क, समय तथा परीक्षा प्रणाली सम्बन्धी विवरण निम्नानुसारको हुनेछ ।

१. प्रथम चरण लिखित (पूर्वयोग्यता) परीक्षा:

पूर्णाङ्क: १००

| पत्र | विषय | पूर्णाङ्क | उत्तीर्णाङ्क | समय | परीक्षा प्रणाली |
|-------|--|-----------|--------------|---------------------|------------------------------------|
| प्रथम | Economic and Managerial Aptitude Test (आर्थिक तथा व्यवस्थापकीय अभिरुची परीक्षण) | १०० | ४० | १ घण्टा ३० मिनेट | वस्तुगत: बहुवैकल्पिक प्रश्न* |

२. द्वितीय चरण लिखित (विषयगत) परीक्षा:

पूर्णाङ्क २७५

| पत्र | विषय | पूर्णाङ्क | उत्तीर्णाङ्क | समय | परीक्षा प्रणाली |
|---------|---|-----------|--------------|---------|-----------------|
| द्वितीय | Economics (अर्थशास्त्र) | १०० | ४० | ४ घण्टा | विषयगत |
| तृतीय | Management (व्यवस्थापन) | १०० | ४० | ४ घण्टा | विषयगत |
| चतुर्थ | Research Methodology and Information and Communication Technology (अनुसन्धान विधी तथा सूचना तथा सञ्चार प्रविधि) | ७५ | ३० | ३ घण्टा | विषयगत |

* पूर्वयोग्यता परीक्षा उत्तीर्ण हुने उम्मेदवारहरूको प्राप्ताङ्कको २५% अङ्क द्वितीय चरणको प्राप्ताङ्कमा जोडीने भएकोले लिखित परीक्षाको कुल पूर्णाङ्क ३०० (२७५+२५) कायम हुनेछ ।

३. अन्तिम चरण व्यक्तिगत अन्तर्वार्ता

| विषय | पूर्णाङ्क | परीक्षा प्रणाली |
|---|-----------|-----------------|
| व्यक्तिगत अन्तर्वार्ता (Individual Interview) | ४० | मौखिक (Oral) |

पाठ्यक्रमको विस्तृत विवरण संलग्न छ ।

१. प्रशासन सेवातर्फको अधिकृत तृतीय पदको लागि प्रथम चरणको लिखित परीक्षा (आर्थिक तथा व्यवस्थापकीय अभिरुची परीक्षण) को पाठ्यक्रम

यसमा देहायका ४ वटा क्षेत्रबाट निम्नानुसार १०० वटा वस्तुगत प्रश्नहरू सोधिने छ । सबै प्रश्नको उत्तर अनिवार्य हुनेछ । गलत उत्तर दिएमा २० प्रतिशत अङ्क कट्टा गरिनेछ । तर उत्तर नदिएमा अङ्क कट्टा गरिने छैन ।

पूर्णाङ्क :-१००

उत्तीर्णाङ्क :-४०

समय :-१ घण्टा ३० मिनेट

Examination Contents and Format

The purpose of this examination is to examine the applicants' understanding of the terminologies, basic concepts, elementary mathematical ability, comprehension skills, and general awareness. The examination covers four subject areas. The details of the structure of the examination are as follows:

| <u>Section</u> | <u>Number of Questions</u> |
|-------------------------------------|-----------------------------------|
| 1. Economics, Trade and Industry | 30 |
| 2. Banking and Finance | 30 |
| 3. Basic Mathematics and Statistics | 20 |
| 4. General Knowledge and ICT skills | 20 |

Subjects Covered by the Examination

Economics, trade and industry section

- The knowledge and understanding of the basic terminologies, concepts related to microeconomics, macroeconomics, business, trade and industry.
- Nepalese economy, trade structure, balance of payments, exchange rate, remittance, public debt.
- The composition and structure of industries and business, foreign aid.
- Economic laws, development plans, and public policies.

Banking and Finance section

- Basic knowledge and understanding to Nepalese banking system, Nepal Rastra Bank, laws and policies related to banking and finance in Nepal.
- Interest rates,
- Financial ratios, sources of finance, balance sheet.
- Money market, capital market,

Basic mathematics and statistics section

- Basic mathematical skills.
- Understanding of elementary mathematical and statistical concepts.
- Ability to reason quantitatively to solve problems.
- Integers, unitary method, profit and loss, probability, permutation and combination, sets, fraction and decimal, percents, ratio and proportion, exponents and roots.
- Basic algebra, simple equation, quadratic equation, inequalities, indices, matrix, derivative and integration.
- Line and angles, triangles, polygons, circles, solid geometry, linear programming.
- Mean, median, mode, range, standard deviation, index number, correlation and regression. sampling

General knowledge and ICT skills section

- General understanding about the economic, social, political, legal, scientific, technological, business, literature, demography, geography, History, climate change and current national and international events and affairs.
- General understanding about the Information and Communication Technology, Computer operating System, Office package, Internet, Intranet, Email, Website etc .

How to Answer the Questions?

Examples

Directions. For the following questions, select the best of the answer choices given.

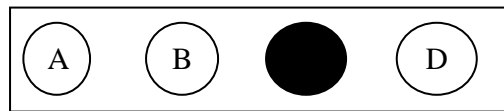
Question 1

Which of the following numbers is divisible by 12 but not by 8?

- (A) 72 (B) 88
(C) 108 (D) 120

In this case, 108 is not divisible by 8 (and divisible by 12). Hence, choice (C) is the answer.

Indicate your answer on the Answer Sheet by darkening the correct choice (C) as shown below:



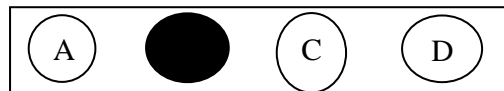
Question 2

The largest gland in our body is:

- (A) Thyroid (B) Liver
(C) Pancreas (D) Pituitary

Liver is the largest gland in our body. Hence, choice (B) is the answer.

Indicate your answer on the Answer Sheet by darkening the correct choice (B) as shown below:



Important Instructions

Please read the following instructions carefully before you start answering the questions:

1. Write your **Roll Number** on the Answer Sheet.
2. You are required to answer 100 questions in just 90 minutes.
3. All the questions on the examination are objective type with four choices for a question.
4. Marking an answer in more than one place in a question will be considered as wrong answer.
5. Mark your answers on the Answer Sheet attached at the end of the question paper. Do not write or mark your answers on your question paper.
6. Do not write anything else on the Answer Sheet. If you need to do rough work, use the space available on the question paper.

२. द्वितीय चरण लिखित (विषयगत) परीक्षा

द्वितीय पत्र

अर्थशास्त्र (Economics)

यो पत्र दुई खण्डमा विभाजित हुनेछ । सबै प्रश्नको उत्तर दिनुपर्ने गरी प्रत्येक खण्डबाट ५/५ प्रश्न सोधिने छ ।

(१०×१०=१००)

खण्ड (क) (Part A)

Microeconomics

1. Methodology: Inductive and deductive methods; Economic theories- role and assumptions; Importance and uses of micro-economics.
2. Theories of Demand: Indifference Curve analysis; Income, substitution and price effects; Revealed Preference Theory. Lancasterian demand theory
3. Theories of Production and Cost: Law of variable proportions, Isoquants and their properties; Cobb-Douglas production function and elasticity of substitution between factors; Cost curves.
4. Price and Output Determination under Various Market Systems: Perfect competition, monopoly, monopolistic competition and oligopoly; Boumuls sales revenue maximization, Price discrimination and their degrees.
5. Theories of Distribution: Marginal Productivity Theory; Factor pricing in competitive and imperfectly competitive markets.

Development Economics

1. Structure and characteristics of developing economies – Structural diversities in developing countries; Determinants of economic growth; Development issues and challenges; Contemporary theories and approaches to economic underdevelopment.
2. Poverty, inequality, population growth and development; Measuring poverty and inequality; Basic issues and challenges of population growth, Quality of life - issues; Migration and urbanization trends and issues.
3. Development policy-making and role of the state – The nature of development planning, rationale, and the planning process; Problems of implementation and plan failures; Trends in governance and reform.
4. Development planning in Nepal – Development issues in Nepal; Relevance of planning; Tools used in the planning process – Cost-benefit analysis, internal rate of return, financial and economic analysis, logical framework analysis; Challenges of economic development in Nepal.
5. Policy issues in development – Current status and dimensions of economic policies in Nepal; Economic liberalization policies adopted by Nepal and their impact; Privatization policy and its effective implementation. Nepal's current Industrial, Agricultural, Tourism and Hydropower policies. Prospects of Foreign direct investment and Economic diplomacy in the context of Nepal.
6. Nepalese context of development the role of remittance and trade deficit. contribution of tourism sector

Public Economics

1. Role of government and budget in the economy, instruments of budget.
2. Theory of government expenditure and revenue; revenue policy and revenue structure in Nepal.
3. Problems in public expenditure management and revenue mobilization in Nepal.
4. Fiscal Deficit: Concept, sources of financing and impact on economy. Concept of public debt sustainability; Nepal' public debt structure.
5. Foreign Aid: trend, composition, major issues, challenges and its utilization in Nepal.
6. Fiscal Policy: Objectives, instruments, importance, crowding out and crowding in effect, Ricardian equivalence, Stabilization through fiscal policy.

खण्ड “ख” (Part B)

Macroeconomics

1. National Income Accounting: Concepts of GDP, GDP measurement: expenditure, Income and value added approach. GDP computation in Nepal and associated problems.
2. IS-LM Model: The IS-LM curves - comparative static analysis of IS-LM model; Changes in fiscal and monetary policy instruments in the IS-LM model.
3. Theories of Consumption and Savings: Absolute income hypothesis, Relative income, Life cycle and permanent income hypotheses; Rational and Adaptive Expectations.
4. Consumption under uncertainty and risk: inter temporal choice, Neumann –Morgenstern theory
5. Growth Theories: Harrod-Domar; Solow-Swan; Neo-classical model, Indigenous growth theories
6. Growth Vs Stabilization Policies: IMF approach to stabilization, role of macroeconomic policy in growth and stability.

Monetary Economics

1. Theories of Money Demand: Quantity theory, Keynesian theory and Portfolio theory.
2. Money Supply: Definition and factors affecting money supply, High powered money and money multiplier. Decomposition of high power money.
3. Money and Interest Rate: Theory of interest rate determination, term structure of interest rates, relevancy of Taylor Rule to determine interest rates.
4. Monetary Policy of Nepal: Objectives, targets and tools; Roles of Nepal Rastra Bank in monetary and financial stability, alternative monetary policy frameworks.
5. Inflation: concepts, classical, Keynesian and modern approach to inflation. Tradeoff between inflation and unemployment (Phillips curve) and Price stabilization through monetary policy.

International Economics

1. Theories of international trade and investment: from classical to modern theories.
2. Balance of payments: Causes of disequilibrium and the theories of adjustment. Elasticity and absorption theory of balance of payment,
3. Foreign exchange rate determination - theories of foreign exchange, fixed vs flexible exchange rate systems.

4. Regional economic cooperation—concept, structure and working of SAARC, ASEAN, EU and BIMSTEC; Comparative perspective of trade and development; World Trade Organization (WTO)—Objectives, Structure, Nepal's commitments and achievements.
5. Nepal's foreign trade policy – Bilateral and Multi-lateral trade agreement; Strategies and issues, Nepal's trade preference, Foreign direct investment- current status, determinants and the future prospects in the context of Nepal; Capital account convertibility-relevancy and impact.

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तृतीय पत्र

व्यवस्थापन (Management)

यो पत्र दुई खण्डमा विभाजित हुनेछ । सबै प्रश्नको उत्तर दिनुपर्ने गरी प्रत्येक खण्डबाट ५/५ प्रश्न सोधिने छ । (१०×१०=१००)

खण्ड “क” (Part A)

General Management

1. Management System - Management function and processes; Evolution of management thought: scientific management, administrative theory, bureaucratic theory, Human relation approach, quantitative approach. Emerging concepts; Managerial roles and skills; Contemporary challenges for managers; social responsibility and Good governance- objectives, principles and challenges. Contemporary issues of management in Nepal.
2. Strategic Planning - Strategic planning process; Assessment of organizational environment - environmental scanning and SWOT analysis; Strategy formulation - mission, goals, objectives, strategies, and plans; Organizational portfolio approach: BCG matrix, GE-9 cells limitations and implication; Strategy implementation and control. Red ocean vs blue ocean strategy.
3. Organizational Structure - Dimensions and forms of organizational design; Approaches to organizing; subdivision, power and authority structure, and decentralization; Emerging concepts in organizing.
4. Decision making and Problem solving - Processes; Group decision making; Techniques for stimulating creativity; Information technology in decision making; Crisis management; Quantitative tools for decision making.
5. Leadership and communication - Approaches and modern views with reference to transformational and transactional leadership; Ethical leadership approach, Management of work groups and team work; Inter-group conflicts and their management; Communication structure - barriers and facilitators.
6. Supervision, Monitoring, Control and Quality - Supervision and monitoring systems and techniques; Organizational control system - dimensions and necessary conditions for control; Information system for effective control system; Quality control; Quality management - TQM techniques, factors affecting quality, and managerial role in TQM; Benchmarking and quality assurance techniques; Managing change and development in organizations. Knowledge management. Conflict management and negotiation.

Human Resource Development(HRD)

1. HRM System - Components, functions and design; HRM and organizational performance; Competitive advantage through people; HR Planning - Forecasting; Job analysis; Selection tests; Managing workforce diversity. Quality of work life(QFL),

2. HRD Framework, Employee Empowerment, and Capacity Building - Methods of employee training and management development; Methods of work-based training and management development; Evaluation of training effectiveness; Employee empowerment and capacity building - objectives, methods and processes; Succession planning. Managing talent.
3. Motivation and Performance - Motivation through compensation, gain sharing, job redesign, participation, quality of work life; Motivation, employee turnover and retention issues.
4. Performance Evaluation - Criteria and techniques; administering performance evaluation; Career development.
5. Employee Commitment and Productivity - Objectives, measurement techniques and issues; Organizational citizenship behaviour; Flexible Working - Job rotation, job sharing, shift-working, family-friendly working, tele-commuting; Team roles at work.
6. Contemporary challenges and problems of HRM and labor relations.

खण्ड “ख” (Part B)

Financial Economics

1. Financial system and market; Capital market, money market, securities market, derivatives market, market indexes, Stock and Bond valuation, financial derivatives Instruments. Banking: Liquidity Management, Asset Liability Management, Cash Management, Financial Statement analysis for Commercial Bank, Deposit Insurance; Insurance: Concept, Types of Insurance Companies-Life, Non Life, Risk and Return for Insurance Companies, Risk Premium, Reinsurance.
2. Different types of financial institution and their roles in the economy.
3. Financial investment analysis; Capital budgeting; Cost of capital, Portfolio analysis and selection.
4. Financial statements and their analysis - Analysis of financial statements; financial forecasting; Ratio analysis for measuring performance.
5. Financial crisis, financial stability, Macro prudential policies and Financial sector reforms in Nepal.
6. Nepal Rastra Bank Act, 2058; Bank and Financial Institution Act, 2063; Banking offence and punishment Act 2064; Asset (Money) laundering Prevention Act 2064.

Managerial Economics

1. Definition and scope of Managerial Economics: Economic analysis and business decision, Managerial Economics and gap between theory and practice.
2. Objectives of a business firm: Meaning and theories of profit, Profit maximization, sales, Growth rate and maximization of utility function.
3. Demand and Pricing: Theory of the Consumer, Determinants of market Demand, Modeling Consumer Demand, Forecasting Demand, Consumption Decisions in the Short Run and the Long Run, Elasticity of demand, demand function, demand forecasting.
4. Decision Analysis: Certainty and uncertainty in Decision Analysis, Analysis of the decision problem. Time perspective in business decisions.
5. Economics of Organization: Reasons to Expand an Enterprise, Classifying Business Expansion in Terms of Value Chains, Horizontal and vertical Integration, Conglomerates. Transaction Costs and Boundaries of the Firm, Cost Centers Versus Profit Centers Transfer Pricing, Employee Motivation, Manager Motivation and Executive Pay.
6. cost and production: Average Cost Curves, Long Run Average Cost and Scale, Economies of Scope and Joint Products, Cost Approach Versus Resource Approach to Production Planning, Marginal Revenue Product and Derived Demand, Marginal Cost of Inputs and Economic Rent, Productivity.

7. Market Regulation: Free Market Economies Versus Collectivist Economies, Efficiency and Equity, Regulation to Offset Market Power of Sellers or Buyers, Externalities, Public Goods and the Risk of Free Rider Consumers, Market Failure Caused by Imperfect Information, Limitations of Market Regulation



चतुर्थ पत्र

अनुसन्धान विधि र सूचना तथा संचार प्रविधी (Research Methodology and Information and Communication Technology)

यो पत्र दुई खण्डमा विभाजित गरिएको छ जसमा खण्ड “क” मा सबै प्रश्न अनिवार्य हुनेगरी बराबर अङ्क भारका पाँच प्रश्नहरू (५×१०=५०) र खण्ड “ख” मा सबै प्रश्न अनिवार्य हुनेगरी बराबर अङ्क भारका पाँच प्रश्नहरू (५×५=२५) सोधिने छ ।

खण्ड “क” (Part A)

अनुसन्धान विधि (Research Methodology)

1. Introduction to Research – Features, nature and process of scientific research; Basic and applied research; Quantitative and qualitative research; Role of research in economics and management.
2. Steps in Research – Literature review-sources of the literature, phases in the review, and format of review presentation; Data analysis, Problem definition; Theoretical framework– propositions, concepts, constructs, and variables; Hypothesis formulation.
3. Research Design – Research design; Types of design – exploratory, descriptive, developmental, explanatory, survey and action research; Measurement and scaling – construction of attitude scales; Reliability and validity of measurement.
4. Sampling – Sampling design; Sampling process; Types of sampling – probability and non-probability; determining the sample size; Sampling Vs non-sampling errors and the methods of minimizing such errors.
5. Data Collection – Classification of primary and secondary data; Questionnaire – contents, design, and administration; Research interviews – personal and telephone; Direct observation; online research; Fieldwork management.
6. Data Analysis – Preparing and presenting data; Summarizing data – graphs and charts; Statistical analysis – descriptive and inferential, parametric and non-parametric; Analysis of qualitative data .
7. Research Proposal – Purposes; Types; structuring the research proposal – contents and formats; evaluating the research proposal.
8. Research Report – Presentation of a research report; Types of report; Report process; Formats and styles of report writing; Uses of citations and references.



खण्ड “ख” (Part B)

सूचना तथा संचार प्रविधी (Information and Communication Technology)

1. Introduction to Computer Basics and Information Technology; Computer Operating Systems; Windows Operating System
2. Application Software: Word Processing; Spread Sheet & Presentation Software, Economics and Managements software.
3. Networking: LAN, WAN, MAN; Internet and Intranet
4. Graphical Package
5. Utility Software: Memory, Trouble, Viruses
6. Database management system.
7. Information and Communication Management, Web Designing.
8. Trouble Shooting in IT, Computer and Networking
9. IT policy and cyber law in Nepal, Electronic Transaction Act, 2063; E-governance in Nepal.



द्रष्टव्यः

१. यो पाठ्यक्रम रूपरेखा तथा परिक्षा योजनालाई लिखित परीक्षा (प्रथम चरण र द्वितीय चरण) तथा अन्तिम परीक्षा (अन्तर्वार्ता) गरी दुई भागमा विभाजन गरिएको छ ।
२. प्रथम चरण (First Phase) को लिखित परीक्षाबाट छनोट भएका उम्मेदवारहरूलाई मात्र द्वितीय चरण (Second Phase) को लिखित परीक्षामा सम्मिलित गराइने भएकाले दोश्रो चरणको परीक्षामा प्रवेशको लागि प्रथम चरणको परीक्षा पूर्वयोग्यता परीक्षा हुनेछ ।
३. यो लिखित परीक्षा योजना एकीकृत परीक्षा प्रणालीको आधारमा प्रशासन सेवाका अधिकृत तृतीय पदको सबै समूहको लागि प्रथम, द्वितीय, तृतीय र चतुर्थ पत्र/विषयको विषयवस्तु एउटै (Common) र अनिवार्य हुनेछ । उल्लिखित सेवा र अन्तर्गतका समूहको खुला र समावेशी समूहको एउटै (Common) प्रश्नपत्रको माध्यमबाट एकीकृत परीक्षा सञ्चालन हुनेछ ।
४. लिखित परीक्षामा प्रश्नपत्रहरूको माध्यम भाषा नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दुवै हुनेछ । प्रतियोगीहरूले नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दुवै माध्यमबाट उत्तर दिन सक्नेछन् ।
५. लिखित परीक्षाको प्रथम चरणमा प्राप्त गरेको प्राप्ताङ्कको २५ प्रतिशत अङ्क तथा द्वितीय चरणको विषयगत परीक्षाहरूको प्राप्ताङ्कहरू जोडी कुल अङ्कको आधारमा लिखित परीक्षाको नतिजा प्रकाशित गरिनेछ ।
६. लिखित परीक्षामा छनौट भएका उम्मेदवारहरूलाई मात्र अन्तर्वार्तामा सम्मिलित गराइनेछ ।
७. लिखित परीक्षा र अन्तर्वार्ताको कुल अङ्क योगका आधारमा अन्तिम परीक्षाफल प्रकाशित गरिनेछ ।
८. लिखित परीक्षा र अन्तर्वार्ताको कुल अङ्क योगका आधारमा अन्तिम परीक्षाफल प्रकाशित गर्दा एकीकृत योग्यताक्रम र समूहगत योग्यताक्रम समेत प्रकाशन गरिनेछ ।

९. विषयगत प्रश्नका लागि तोकिएका अङ्कका प्रश्नहरूको हकमा सबै अंकको एउटा लामो प्रश्न वा एउटै प्रश्नका दुई वा दुई भन्दा बढी भाग (Two or more parts of a single question) वा एउटा प्रश्न अन्तर्गत दुई वा बढी टिप्पणीहरू (Short notes) सोध्न सकिने छ ।
१०. विषयगत प्रश्न हुने पत्र/विषयका प्रत्येक खण्डका लागि छुट्टाछुट्टै उत्तरपुस्तिकाहरू हुनेछन् । परिक्षार्थीले प्रत्येक खण्डका प्रश्नहरूको उत्तर सोही खण्डको उत्तरपुस्तिकामा लेख्नुपर्नेछ ।
११. बहुबैकल्पिक प्रश्नहरू हुने परीक्षामा कुनै प्रकारको क्यालकुलेटर प्रयोग गर्न पाइने छैन ।
१२. यस पाठ्यक्रम अन्तर्गतका पत्र/विषयका विषयबस्तुमा जेसुकै लेखिएको भए तापनि पाठ्यक्रममा परेका कानून, ऐन, नियम तथा नीतिहरू परीक्षाको मिति भन्दा ३ महिना अगाडि (संशोधन भएका वा संशोधन भई हटाइएका वा थप गरी संशोधन भई) कायम रहेकालाई यस पाठ्यक्रममा परेको सम्झनु पर्दछ ।
१३. यो पाठ्यक्रम लागू हुनु अघि पूर्वयोग्यता परीक्षा उत्तीर्ण गरी प्रमाणपत्र लिएका उम्मेदवारहरूले समेत यस परीक्षा योजना अन्तर्गतका सबै परीक्षा कार्यक्रमहरूमा सहभागी हुनुपर्नेछ ।
१४. यो परीक्षायोजना तथा पाठ्यक्रम लागू भएपश्चात यस अघि कायम रहेको पाठ्यक्रम तथा परीक्षा योजना खारेज हुनेछ ।
१५. यो पाठ्यक्रम मिति २०७६/०४/०१ गतेदेखि लागू भएको छ ।

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