नेपाल राष्ट्र बैंक
जनशक्ति व्यवस्थापन विभाग
प्रशासन सेवात्मको अधिकृत तृतीय पद खुल्ला प्रतियोगितात्मक परीक्षाको पाठ्यक्रम तथा परीक्षा योजना

यस बैंकमा प्रशासन सेवात्मको अधिकृत तृतीय पद खुल्ला प्रतियोगितात्मक पूर्ति गर्न लिङ्ग एकीकृत परीक्षा प्रणाली (Integrated Examination System) अन्तर्गतको लिखित परीक्षाको पत्र, विषय, पूर्णाङ्क, समय तथा परीक्षा प्रणाली सम्बन्धी विवरण निम्नानुसार हुनेछ |

1. प्रथम चरण लिखित (पूर्वयोग्यता) परीक्षाको पूर्णाङ्क १००

<table>
<thead>
<tr>
<th>पत्र</th>
<th>विषय</th>
<th>पूर्णाङ्क</th>
<th>उत्तीर्णाङ्क</th>
<th>समय</th>
<th>परीक्षा प्रणाली</th>
</tr>
</thead>
<tbody>
<tr>
<td>प्रथम</td>
<td>Economic and Managerial Aptitude Test (अध्यापक पद चर्चा तथा व्यवस्थापकीय अभिव्यक्ति परीक्षा)</td>
<td>१००</td>
<td>५०</td>
<td>५ घण्टा</td>
<td>विभागाधिकारी प्रश्न*</td>
</tr>
</tbody>
</table>

2. द्वितीय चरण लिखित (विषय) परीक्षाको पूर्णाङ्क २७५

<table>
<thead>
<tr>
<th>पत्र</th>
<th>विषय</th>
<th>पूर्णाङ्क</th>
<th>उत्तीर्णाङ्क</th>
<th>समय</th>
<th>परीक्षा प्रणाली</th>
</tr>
</thead>
<tbody>
<tr>
<td>द्वितीय</td>
<td>Economics (अर्थशास्त्र)</td>
<td>१००</td>
<td>५०</td>
<td>४ घण्टा</td>
<td>विभागाधिकारी</td>
</tr>
<tr>
<td>तृतीय</td>
<td>Management (व्यवस्थापन)</td>
<td>१००</td>
<td>५०</td>
<td>४ घण्टा</td>
<td>विभागाधिकारी</td>
</tr>
<tr>
<td>चतुर्थ</td>
<td>Research Methodology and Information and Communication Technology (अनुसन्धान विधि पद चर्चा प्रबंधन तथा सम्बन्ध)</td>
<td>७५</td>
<td>३०</td>
<td>३ घण्टा</td>
<td>विभागाधिकारी</td>
</tr>
</tbody>
</table>

* पूर्वयोग्यता परीक्षा उत्तीर्ण हुने उसमेंदारहरुको प्राप्ताङ्क का २५% अंि द्वितीय चरणको प्राप्ताङ्का जोडीने पहिलो लिखित परीक्षाको कुल पूर्णाङ्क ३०० (२७५+२५) कायम हुनेछ।

3. अन्तिम चरण व्यक्तिगत अन्तर्वार्ता पूर्णाङ्क ६०

<table>
<thead>
<tr>
<th>विषय</th>
<th>पूर्णाङ्क</th>
<th>परीक्षा प्रणाली</th>
</tr>
</thead>
<tbody>
<tr>
<td>व्यक्तिगत अन्तर्वार्ता (Individual Interview)</td>
<td>६०</td>
<td>मौखिक (Oral)</td>
</tr>
</tbody>
</table>

पाठ्यक्रमको विस्तृत विवरण संलग्न छ।
### 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:

<table>
<thead>
<tr>
<th>Section</th>
<th>Number of Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Economics, Trade and Industry</td>
<td>30</td>
</tr>
<tr>
<td>2. Banking and Finance</td>
<td>30</td>
</tr>
<tr>
<td>3. Basic Mathematics and Statistics</td>
<td>20</td>
</tr>
<tr>
<td>4. General Knowledge</td>
<td>20</td>
</tr>
</tbody>
</table>

### 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.
- 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.
- Exchanges rates,
- Important financial ratios, sources of finance, balance sheet.
- Stock market,

#### Basic mathematics and statistics section

- Basic mathematical skills.
- Understanding of elementary mathematical and statistical concepts.
- Ability to reason quantitatively to solve problems.

#### General knowledge section

- General understanding about the economic, social, political, legal, scientific, technological, business, literature and current national and international events and affairs.
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:

A  B  C  D

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:

A  B  C  D

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 60 minutes. Thus, at an average, you get slightly more than half a minute to read the question, read the answer choices, identify the correct answer, and mark your answer on the Answer Sheet.
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.
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. Lancastrian 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.


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.


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.

Part B)

Macroeconomics

3. Theories of Consumption and Savings: Absolute income hypothesis, Relative income, Life cycle and permanent income hypotheses; Rational and Adaptive Expectations.
5. Growth Theories: Harrod-Domar; Solow-Swan; Neo-classical model, Indigenous growth theories.

Monetary Economics

1. Theories of Money Demand: Quantity theory, Keynesian theory and Portfolio theory.
3. Money and Interest Rate: Theory of interest rate determination, term structure of interest rates, relevancy of Taylor Rule to determine interest rates.
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.
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.


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तृतीय पत्र

व्यवस्थापन (Management)

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

(१०×१०=१००)

v) * एब्रेग (Part A)

General Management


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.

\[\text{v) } \exists \forall (\text{Part B})\]

Financial Economics


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.


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.


चतुर्थ पत्र
अनुसन्धान विधि र सूचना तथा संचार प्रविधि (Research Methodology and Information and Communication Technology)

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

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.
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Part B

Information and Communication Technology

1. Introduction to Computer Basics and Information Technology; Computer Operating Systems; Windows Operating System
3. Networking: LAN, WAN, MAN; Internet and Intranet
4. Graphical Package
5. Utility Software: Memory, Trouble, Viruses
6. Database management system.
8. Trouble Shooting in IT, Computer and Networking
9. IT policy and cyber law in Nepal, Electronic Transaction Act, 2063; E-governance in Nepal.

* * *

प्रश्नहरू:

1. यो पाठ्यक्रम सुरु भएको तथा परीक्षा योजनालाई लिखित परीक्षा (प्रथम चरण र द्वितीय चरण) तथा अन्तिम परीक्षा (अन्तर्वार्ता) गरी दुई भागमा विभाजन गरिएको छ।

2. प्रथम चरण (First Phase) को लिखित परीक्षार्थक छनौट भएका उमेदवारहरूलाई मात्र द्वितीय चरण (Second Phase) को लिखित परीक्षामा सम्मिलित गराइने भएकाले दोश्रो चरणको परीक्षामा प्रवेशको लागि प्रथम चरणको परीक्षा पूर्वोपयोग रीति हुनेछ।

3. यो लिखित परीक्षा योजना एकीकृत परीक्षा प्रश्नावलिको आधारमा प्रश्नावलि सेवकाको अधिकृत तृतीय पदको सबै समूहको लागि प्रथम, द्वितीय, तृतीय र चौथौं पत्र/विषयको विषयवस्तू एउटै (Common) र अनिवार्य हुनेछ। उल्लिखित सेवा र अन्तर्गतका समूहको खुला र समावेशी समूहको एउटै (Common) प्रश्नपत्रको माध्यमवाट एकीकृत परीक्षा सम्बन्धमा हुनेछ।

4. लिखित परीक्षामा प्रश्नपत्रहरूको माध्यम भाषा नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दबै हुनेछ। प्रतियोगीहरूले नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दबै माध्यमवाट उत्तर दिन सक्नेछन्।

5. लिखित परीक्षाको प्रथम चरणमा प्राप्त गरेको प्रतिज्ञा र २५ प्रतिशत अंक तथा द्वितीय चरणको विषयगत परीक्षाको प्रतिज्ञा जोडौं कुल अंकको आधारमा लिखित परीक्षाको नतिजा प्रकाशित गरिएक्छ।

6. लिखित परीक्षामा छनौट भएका उमेदवारहरूलाई मात्र अन्तर्वार्ता मात्रा सम्मिलित गराइने।

7. लिखित परीक्षा र अन्तर्वार्ता कुल अंक योगका आधारमा अन्तिम परीक्षार्थक प्रकाशित गरिएक्छ।

8. लिखित परीक्षा र अन्तर्वार्ता कुल अंक योगका आधारमा अन्तिम परीक्षा अन्तिम प्रकाशक प्रकाशित गरी एकीकृत योग्यताक्रम र समृद्धता योग्यताक्रम समेत प्रकाशण गरिएक्छ।
9. विषयगत प्रश्नका लागि तोकिएका अंको मा प्रश्नहरूको हकमा सबै अंकको एउटा लागो 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) सोधन सकिने छ।

10. विषयगत प्रश्न हुने पत्र/विषयका प्रत्येक खण्डका लागि छूटाछूट उत्तरपुस्तिकाहरू हुनेछन्। परीक्षार्थीले प्रत्येक खण्डका प्रश्नहरूको उत्तर सोहो खण्डको उत्तरपुस्तिकामा लेखन पनेछ।

11. वहुबिकल्पक प्रश्नहरू हुने परीक्षामा कूल प्रकारको क्यालक्यूलेटर प्रयोग गर्न पाउने छैन।

12. यस पाठ्यक्रम अन्तर्गतका पत्र/विषयका विषयवस्तुमा जेसुके लेखिएको भए तापनि पाठ्यक्रममा परेको काल, ऐन, नियम तथा नीतिहरू परीक्षाको मिलि भन्दा ३ महिना अगाडि (संशोधन भएका वा संशोधन भई हटाएका वा धर गरी संशोधन भई) कायम रहेकालाई यस पाठ्यक्रममा परेको सम्भनु पर्दछ।

13. यो पाठ्यक्रम लागेहुनु अधि पूर्वस्थिता परीक्षा उत्तीर्ण गरी प्रमाणपत्र लिएका उम्मेदबारहुले समेट यस परीक्षा योजना अन्तर्गतका सबै परीक्षा कार्यक्रमहरूमा सहभागी हुनेछन्।

14. यो परीक्षायोजना तथा पाठ्यक्रम लागू भएपछा यस अधि कायम रहेको पाठ्यक्रम तथा परीक्षा योजना खारेज हुनेछ।

15. यो पाठ्यक्रम मिलि २०७२/०३/०२ गतेदेखि लागू भएको छ।

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