

राष्ट्रिय वाणिज्य बैंक लिमिटेड  
तह ७, उप-प्रबन्धक (प्रशासन सेवा, प्रशासन समूह)  
खुला प्रतियोगितात्मक लिखित परीक्षाको पाठ्यक्रम

सेवा :- प्रशासन

समूह :- प्रशासन

उपसमूह :-

तह :- ७

पद :- उप प्रबन्धक

किसिम :- खुला

पाठ्यक्रम योजनालाई निम्नानुसार दुई चरणमा विभाजन गरिएको छ ।

प्रथम चरण :- लिखित परीक्षा

पूर्णाङ्क :- २००

द्वितीय चरण :- अन्तर्वार्ता

पूर्णाङ्क :- ३०

**परीक्षा योजना (Examination Scheme)**

**१. प्रथम चरण : लिखित परीक्षा (Written Examination)**

पत्र	विषय	पूर्णाङ्क	उत्तीर्णाङ्क	परीक्षा प्रणाली	प्रश्नसंख्या x अङ्क	समय	
प्रथम	Economics and Banking	१००	४०	विषयगत	छोटो उत्तर	४ प्रश्न x ५ अङ्क	३ घण्टा
					लामो उत्तर	८ प्रश्न x १० अङ्क	
द्वितीय	Governance and Organizational Management	१००	४०	विषयगत	छोटो उत्तर	४ प्रश्न x ५ अङ्क	३ घण्टा
					लामो उत्तर	८ प्रश्न x १० अङ्क	

**२. द्वितीय चरण : अन्तर्वार्ता (Interview)**

विषय	पूर्णाङ्क	परीक्षा प्रणाली
अन्तर्वार्ता	३०	मौखिक

**द्रष्टव्य :**

- लिखित परीक्षाको माध्यम भाषा नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दुवै हुन सक्नेछ ।
- प्रथम र द्वितीय पत्रको लिखित परीक्षा छुट्टाछुट्टै हुनेछ ।
- लिखित परीक्षामा सोधिने प्रश्न संख्या र अंकभार यथासम्भव सम्बन्धित पत्र/विषयमा दिईए अनुसार हुनेछ ।
- विषयगत प्रश्नको हकमा 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 टिप्पणी (Short notes) सोध्न सकिने छ ।
- विषयगत प्रश्न हुने पत्र/विषयका प्रत्येक भाग/खण्ड/एकाइका प्रश्नका लागि छुट्टाछुट्टै उत्तरपुस्तिका हुनेछन् । परिक्षार्थीले प्रत्येक भाग/खण्ड/एकाइका प्रश्नको उत्तर सोही भाग/खण्ड/एकाइको उत्तरपुस्तिकामा लेख्नुपर्नेछ ।
- यस पाठ्यक्रम योजना अन्तर्गतका पत्र/विषयका विषयवस्तुमा जुन सुकै कुरा लेखिएको भए तापनि पाठ्यक्रममा परेका कानून, ऐन, नियम, विनियम तथा नीति परीक्षाको मिति भन्दा ३ महिना अगाडि (संशोधन भएका वा संशोधन भई हटाईएका वा थप गरी संशोधन भई) कायम रहेकालाई यस पाठ्यक्रममा परेको सम्झनु पर्दछ ।
- प्रथम चरणको परीक्षाबाट छनौट भएका उम्मेदवारलाई मात्र द्वितीय चरणको परीक्षामा सम्मिलित गराइनेछ ।
- पाठ्यक्रम स्वीकृत मिति: २०८२/०९/१७

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प्रथम पत्र (Paper – I)

**Economics and Banking**

**Section – A (50 Marks)**

**1 Economic Situation, Challenges and Prospects**

- 1.1 Domestic Economy: Status, Prospects and Challenges
- 1.2 Current Macro-Economic and Financial Situation
- 1.3 Key Financial Inclusion Indicators
- 1.4 Role of Financial Sector in Economic Development
- 1.5 Financial Access, Financial Inclusion and Financial Literacy

**2 Economic Policy and Market**

- 2.1 Monetary Policy: Key Implications on Commercial banking
- 2.2 Capital Market of Nepal: Status, Prospects and Challenges
- 2.3 Money Market Instruments
- 2.4 Foreign Exchange Market
- 2.5 Derivatives Market
- 2.6 Project Appraisal, Financial Statement Analysis and Break-even Analysis
- 2.7 Sources and Uses of Funds in Banking Industry
- 2.8 Principles and Utility of Budget

**3 Banking and Related Institutions**

- 3.1 Commercial Banking in Nepal: Evolution and Status
- 3.2 Rastriya Banijya Bank: Role, Contribution, Challenges and Prospects
- 3.3 Other Banks and Financial Institutions in Nepal: Role, Performance
- 3.4 Payment System Operators (PSO), Payment Systems Providers (PSP)
- 3.5 Merchant Banking Institutions, Private Equity Investments
- 3.6 Mutual Fund Companies

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**Section – B (50 Marks)**

**4 Emerging Banking Issues and Recent Developments**

- 4.1 Virtual Bank/ Neo Bank, Open Banking
- 4.2 Virtual Currency, Central Bank Digital Currency (CBDC)
- 4.3 FinTech
- 4.4 Mobile Banking
- 4.5 Electronic Payment Systems
- 4.6 E-Commerce
- 4.7 Green Financing
- 4.8 Trade Finance: Letter of Credit, Bank Guarantee

**5 Contemporary Banking Issues as noticed in Bank & Financial Institutions in Nepal**

- 5.1 Cyber Security
- 5.2 Liquidity Management
- 5.3 Interest Rates Fluctuations and Customer Satisfaction
- 5.4 Managing Credit Risk Portfolio
- 5.5 Deposit Collection and Mobilization
- 5.6 Loan Rescheduling and Restructuring
- 5.7 Monitoring/ Management of Non-Performing Loans

**6 Challenges/ Opportunities for RBB:**

- 6.1 Ownership Structure
- 6.2 Managerial Style and Practices
- 6.3 Geographical Presence and Networking
- 6.4 Government Transactions
- 6.5 Institutional Reputation
- 6.6 Employee Turnover and Onboarding

**Syllabus Division**

Subject	Section	Marks	Unit	Question Model
Economics and Banking	A	50	1	2 Questions x 5 Marks
			2	
			3	4 Questions x 10 Marks
	B	50	4	2 Questions x 5 Marks
			5	
			6	4 Questions x 10 Marks

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द्वितीय पत्र (Paper – II)

**Governance and Organizational Management**

**Section – A (50 Marks)**

**1 Corporate Governance**

- 1.1 Corporate Governance issues in Nepalese Banks and Financial Institutions
- 1.2 Corporate Social Responsibility
- 1.3 Intergovernmental Financial Relations
- 1.4 Sustainability and Environment
- 1.5 Financial Consumer Protection

**2 Banking Related Laws and Directives**

- 2.1 Nepal Rastra Bank Act, 2058
- 2.2 Bank and Financial Institution Act, 2073
- 2.3 Payment and Settlement Act, 2075
- 2.4 Money Laundering Prevention Act, 2064
- 2.5 Banking Offence and Punishment Act, 2064
- 2.6 Electronic Transaction Act, 2063
- 2.7 Negotiable Instruments Act, 2034
- 2.8 The Act on Recovery of Debts of Banks and Financial Institutions, 2058
- 2.9 Unified Directives and Circulars issued by Nepal Rastra Bank for Banks and Financial Institutions in Nepal

**3 Other Related Laws, Policy and Bylaws**

- 3.1 Company Act, 2063
- 3.2 Income Tax Act, 2058
- 3.3 Labor Act, 2074
- 3.4 Public Procurement Act, 2063
- 3.5 Right to Information Act, 2064
- 3.6 Bonus Act, 2030
- 3.7 National Information and Communication Technology Policy, 2015 (2072 BS)
- 3.8 National Cyber Security Policy, 2023 (2080 BS)
- 3.9 राष्ट्रिय वाणिज्य बैंक, कर्मचारी सेवा विनियमावली, २०७०

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**Section – B (50 Marks)**

- 4 Financial Markets and Banking Operation**
- 4.1 Basic Understanding of Financial Markets
  - 4.2 Interest Rates Determination
  - 4.3 Interest Rates Structures, Yield Curves
  - 4.4 Commercial Banking Operations
    - 4.4.1 Sources of Funds for Banks
    - 4.4.2 Uses of Funds by Banks
    - 4.4.3 Off-Balance Sheet Activities
- 5 Organizational Management and Planning**
- 5.1 Human Resource Management
  - 5.2 Knowledge Management
  - 5.3 Strategic Management
  - 5.4 Risk Management
  - 5.5 Stress Management
  - 5.6 Conflict Management
  - 5.7 Time Management
  - 5.8 Business Intelligence
  - 5.9 Succession Planning
  - 5.10 Business Continuity Plan
- 6 Organizational Behavior and Development**
- 6.1 Employee Motivation
  - 6.2 Performance Monitoring and Evaluation
  - 6.3 Management Information System
  - 6.4 Communication: Skill, Approach, Issues and Challenges
  - 6.5 Managing Organizational Changes and Innovations
  - 6.6 Entrepreneurship Skills and Development
  - 6.7 Emotional Intelligence, Empathy
  - 6.8 Grievance Handling

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			3	4 Questions x 10 Marks
	B	50	4	2 Questions x 5 Marks
			5	
			6	4 Questions x 10 Marks