

**नेपाल राष्ट्र बैंक**  
प्रशासन सेवा, अधिकृत प्रथम श्रेणी, निर्देशक पदको आन्तरिक प्रतियोगितात्मक परीक्षाको पाठ्यक्रम

पाठ्यक्रम योजनालाई निम्नानुसारका 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)**

पूर्णाङ्क :- २००

पत्र	विषय	पूर्णाङ्क	उत्तीर्णाङ्क	परीक्षा प्रणाली	प्रश्न संख्या X अङ्क	समय
प्रथम	Economics, Financial and Monetary Management	१००	४०	विषयगत - तर्कयुक्त विश्लेषणात्मक प्रश्न	६ प्रश्न X १० अङ्क	३ घण्टा
				विषयगत - समस्या समाधानमूलक प्रश्न	२ प्रश्न X २० अङ्क	
द्वितीय	Governance and Management	१००	४०	विषयगत - तर्कयुक्त विश्लेषणात्मक प्रश्न	६ प्रश्न X १० अङ्क	३ घण्टा
				विषयगत - समस्या समाधानमूलक प्रश्न	१ प्रश्न X २० अङ्क	
				विषयगत - व्यावसायिक योजना/मामिला विश्लेषण सम्बन्धी प्रश्न	१ प्रश्न X २० अङ्क	

**२. द्वितीय चरण : अन्तर्वार्ता**

पूर्णाङ्क :- ३०

विषय	पूर्णाङ्क	परीक्षा प्रणाली
अन्तर्वार्ता	३०	मौखिक

**द्रष्टव्य :**

- लिखित परीक्षामा प्रश्नपत्रको माध्यम भाषा नेपाली र अंग्रेजी दुवै हुनेछ । परीक्षार्थीहरूले नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दुवै माध्यमबाट उत्तर दिन सक्नेछन् ।
- प्रथम र द्वितीय पत्रको लिखित परीक्षा छुट्टाछुट्टै हुनेछ ।
- लिखित परीक्षामा सोधिने प्रश्नसंख्या र अङ्कभार यथासम्भव सम्बन्धित पत्र/विषयमा दिईए अनुसार हुनेछ ।
- विषयगत प्रश्नमा प्रत्येक पत्र/विषयका प्रत्येक खण्डका लागि छुट्टाछुट्टै उत्तरपुस्तिकाहरू हुनेछन् । परीक्षार्थीले प्रत्येक खण्डका प्रश्नहरूको उत्तर सोही खण्डका उत्तरपुस्तिकामा लेख्नुपर्नेछ ।
- यस पाठ्यक्रम योजना अन्तर्गतका पत्र/विषयका विषयवस्तुमा जेसुकै लेखिएको भएतापनि पाठ्यक्रममा परेका कानून, ऐन, नियम, विनियम तथा नीतिहरू परीक्षाको मितिभन्दा 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 उम्मेदवारहरूलाई मात्र द्वितीय चरणको परीक्षामा सम्मिलित गराइनेछ ।
- यो परीक्षा योजना तथा पाठ्यक्रम लागू भए पश्चात यसअघि कायम रहेको पाठ्यक्रम तथा परीक्षा योजना खारेज हुनेछ ।
- पाठ्यक्रम स्वीकृत मिति : २०८०/०५/०७

नेपाल राष्ट्र बैंक  
प्रशासन सेवा, अधिकृत प्रथम श्रेणी, निर्देशक पदको आन्तरिक प्रतियोगितात्मक परीक्षाको पाठ्यक्रम

प्रथम पत्र (Paper I) :  
**Economics, Financial and Monetary Management**

**Section (A) : Economics**  
**(50 Marks)**

**1. Nepalese Economy**

- 1.1 Global economic situation: evolving challenges, prospects and implications to Nepalese economy
- 1.2 Nepalese economy: structure, issues, challenges and prospects
- 1.3 Economic growth and its constraints
- 1.4 Key economic indicators
- 1.5 Economic prosperity and growth sustainability

**2. Economic Policies and Development in Nepal**

- 2.1 Sectoral economic policies: industry, commerce, tourism, agriculture, foreign investment
- 2.2 Periodic Plans in Nepal: efforts, achievements and challenges, current periodic plan
- 2.3 Poverty, inequality and unemployment
- 2.4 Public-private partnership
- 2.5 Contemporary development paradigms: human development, sustainable development, inclusive growth and development
- 2.6 Globalization, economic liberalization and privatization
- 2.7 Economic diplomacy
- 2.8 Investment climate in Nepal
- 2.9 Public Enterprises in Nepal: productivity, achievement and prospects; policies, regulations, problems and challenges

**3. External Sector Management in Nepal**

- 3.1 External sector stability
- 3.2 Foreign trade- Prospects and challenges
- 3.3 Balance of payment - Theories, issues and challenges
- 3.4 Bilateral and multilateral trade and transit treaties and agreements
- 3.5 WTO and regional trading blocs: impacts and prospects to Nepalese economy
- 3.6 Foreign Direct Investment
- 3.7 Foreign exchange management: legal framework, exchange rate regime, foreign exchange reserve and its management, use of hedging/ derivative instruments
- 3.8 Current and capital account convertibility
- 3.9 Key external sector reforms and effectiveness

**4. Public Financial Management in Nepal**

- 4.1 Fiscal policy: budget structure, implementation problem and challenges
- 4.2 Inter-linkage with monetary and external sector
- 4.3 Public expenditure management
- 4.4 Public revenue management
- 4.5 Foreign aid: major issues, its utilization and challenges
- 4.6 Public debt management and debt sustainability
- 4.7 Impact of fiscal deficit on growth and stability
- 4.8 Fiscal federalism
- 4.9 Key public sector reforms and effectiveness

**Section (B) : Financial and Monetary Management  
(50 Marks)**

**5. Global Financial System**

- 5.1 Global financial market: structure and trends
- 5.2 Bank-based vs. market based financial system and practices in Nepal
- 5.3 Global financial ecosystem: evolving challenges; benefits and risks to Nepalese economy
- 5.4 Relation between international financial institutions (IMF, World Bank Group, Asian Development Bank and Asian Infrastructure Investment Bank) and Nepal

**6. Bank and Financial Institutions in Nepal**

- 6.1 Financial System: structure, issues, challenges and prospects
- 6.2 Major banking laws: Nepal Rastra Bank Act, 2058; Bank and Financial Institution Act, 2073; Banking Offence and Punishment Act 2064; Asset (Money) Laundering Prevention Act, 2064; Payment and Settlement Act, 2075; Debt Recovery Act, 2058
- 6.3 Risk management in banking sector
- 6.4 Directives/Circulars issued by Nepal Rastra Bank
- 6.5 Regulatory and supervisory approaches of BFIs, issues and challenges
- 6.6 Licensing, merger and acquisitions
- 6.7 Growth finance nexus
- 6.8 FinTech and digital banking
- 6.9 Cyber security: Issues and Challenges
- 6.10 Key financial sector reforms and effectiveness

**7. Non-Bank Financial Institutions in Nepal**

- 7.1 Structure, challenges and prospects
- 7.2 Capital Market, Insurance Market, Employee Provident Fund, Citizen Investment Trust, Social Security Fund: current status, opportunities and challenges
- 7.3 Regulatory and supervisory approaches, issues and challenges
- 7.4 Shadow banking and its implication to banking sector
- 7.5 Key reforms in non-bank financial sector and effectiveness

**8. Financial Inclusion and Financial Consumer Protection in Nepal**

- 8.1 Financial access, financial literacy and financial inclusion
- 8.2 Consumer protection: principles, practices and regulatory approach
- 8.3 Microfinance institutions: current status, issues and challenges
- 8.4 Saving and credit cooperatives: regulatory approach, current status, issues and challenges

**9. Monetary Management in Nepal**

- 9.1 Demand for and supply of money
- 9.2 Monetary policy framework: objectives, targets, indicators, instruments and transmission mechanism
- 9.3 Effectiveness and challenges of monetary policy implementation
- 9.4 Coordination between monetary policy and fiscal policy
- 9.5 Role of monetary policy on price stability, financial stability and external sector stability
- 9.6 Unconventional monetary policy
- 9.7 Central Bank Digital Currency (CBDC)
- 9.8 Key monetary policy reforms and effectiveness

द्वितीय पत्र (Paper II) :  
**Governance and Management**

**Section (A): Governance, Ethics and Management**  
**(50 Marks)**

**1. Governance**

- 1.1 Features, dimensions and indicators of governance
- 1.2 Corporate governance system in Nepalese financial system
- 1.3 Governance at Nepal Rastra Bank: independence, accountability and transparency
- 1.4 Intergovernmental relations in federal system in Nepal
- 1.5 Internal audit and external audit in Nepal Rastra Bank

**2. Ethics, Values and Work Culture in Banking**

- 2.1 Essence, determinants, consequences and dimensions of banking ethics,
- 2.2 Ethical dilemmas in banking
- 2.3 Ethics and professionalism in financial services in Nepal: issues and challenges
- 2.4 Value based banking in Nepal
- 2.5 Social justice and positive discrimination practices in Nepal Rastra Bank
- 2.6 Work culture in Nepal Rastra Bank and banking sector

**3. General Management**

- 3.1 Emerging concepts of management and their application in Nepalese financial sector
- 3.2 Dimensions of central bank management
- 3.3 Managerial roles and skills in delivery of financial services
- 3.4 Contemporary challenges for managers in financial sector
- 3.5 Nepal Rastra Bank in federal system and its challenges
- 3.6 Contemporary issues of management in Nepal
- 3.7 Business Continuity Plan and Risk Management practices in Nepal Rastra Bank
- 3.8 Procurement management –Public Procurement Act, 2063 and Nepal Rastra Bank Procurement Bylaw, 2071

**4. Strategic Management in Nepal Rastra Bank**

- 4.1 Nature, role and scope of strategic management in financial sector
- 4.2 Strategic management practices in Nepal Rastra Bank
- 4.3 Issues in implementing Nepal Rastra Bank Strategic Plan

**Section (B): Organizational Behavior and Human Resource Management  
(50 Marks)**

**5. Organizational Behavior Practices in Nepal Rastra Bank**

- 5.1 Job satisfaction, employee behavior and job performance
- 5.2 Key motivation theories and tools: managerial applications and issues
- 5.3 Emerging approach to leadership and their applications
- 5.4 Contemporary issues in leadership
- 5.5 Leadership development challenges in Nepal Rastra Bank and Nepalese financial sector
- 5.6 Managing work team: approach, issues and challenges
- 5.7 Decision making process: issues and challenges
- 5.8 Employee communication practices: issues and challenges
- 5.9 Central bank communication: approach, issues and challenges
- 5.10 Organizational change and development
- 5.11 Stress management
- 5.12 Conflict management
- 5.13 Emotional intelligence and its relevance

**6. Human Resource Management in Nepal Rastra Bank**

- 6.1 Strategic Human Resource Management
- 6.2 HR planning, acquisition, development, motivation and maintenance
- 6.3 Performance management
- 6.4 Employee empowerment and capacity building
- 6.5 Succession planning
- 6.6 Employee engagement
- 6.7 Competency mapping
- 6.8 Talent management
- 6.9 Knowledge management
- 6.10 Employee relation and conflict management
- 6.11 HR practices in Nepalese banks and financial institutions