

**नेपाल चार्टर्ड एकाउन्टेन्ट्स संस्था**  
प्रशासन सेवा, प्रशासन समूह, १० तह, सह निर्देशक पदको खुला र आन्तरिक प्रतियोगितात्मक परीक्षाको लागि  
पाठ्यक्रम

यस पाठ्यक्रम याजनालाई दुई चरणमा विभाजन गरिएको छ :

**प्रथम चरण :-** लिखित परीक्षा (Written Examination)

पूर्णाङ्क :- २००

**द्वितीय चरण :-** (क) प्रस्तुतीकरण (Presentation)

पूर्णाङ्क :- २०

(ख) अन्तर्वार्ता (Interview)

पूर्णाङ्क :- ३०

**परीक्षा योजना (Examination Scheme)**

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

पूर्णाङ्क :- २००

| पत्र    | विषय  | पूर्णाङ्क | उत्तीर्णाङ्क | परीक्षा प्रणाली  | प्रश्नसंख्या × अङ्क | समय     |
|---------|---|-----------|--------------|--|---------------------|---------|
| प्रथम   | शासकीय प्रबन्ध, सार्वजनिक जवाफदेहिता, नैतिकता र व्यवसायिकता (Governance, Public Accountability, Ethics and Professionalism) | १००       | ४०           | विषयगत - तर्कयुक्त र विश्लेषणात्मक (Critical Analysis) तथा समस्या समाधान (Problem Solving) | ५ प्रश्न × २० अङ्क  | ३ घण्टा |
| द्वितीय | सेवा सम्बन्धी   | १००       | ४०           | विषयगत - तर्कयुक्त र विश्लेषणात्मक (Critical Analysis) तथा समस्या समाधान (Problem Solving) | ५ प्रश्न × २० अङ्क  | ३ घण्टा |

**२. द्वितीय चरण : प्रस्तुतीकरण र अन्तर्वार्ता (Presentation & Interview)**

पूर्णाङ्क :- ५०

| विषय  | पूर्णाङ्क | परीक्षा प्रणाली        | समय |
|---|-----------|------------------------|-----|
| (क) मामिला प्रस्तुतीकरण (Case Presentation) | २०        | व्यक्तिगत प्रस्तुतीकरण |     |
| (ख) अन्तर्वार्ता (Interview)                | 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 प्रश्नसंख्या र अङ्कभार 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 टिप्पणीहरू (Short notes) सोध्न सकिने छ ।
- प्रत्येक प्रश्नका लागि छुट्टाछुट्टै उत्तरपुस्तिकाहरू हुनेछन् । परीक्षार्थीले प्रत्येक प्रश्नको उत्तर छुट्टाछुट्टै उत्तरपुस्तिकामा लेख्नुपर्नेछ ।
- यस पाठ्यक्रम योजना अन्तर्गतका पत्र/विषयका विषयवस्तुमा जेसुकै लेखिएको भए तापनि पाठ्यक्रममा परेका कानून, ऐन, नियम, विनियम तथा नीतिहरूपरीक्षाको 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 लिखित परीक्षाबाट छनौट भएका उम्मेदवारहरूलाई मात्र द्वितीय चरणको परीक्षामा सम्मिलित गराइनेछ ।
- पाठ्यक्रम स्वीकृत मिति : २०८०/०३/२५

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पाठ्यक्रम  
प्रथम पत्र :  
शासकीय प्रबन्ध, सार्वजनिक जवाफदेहिता, नैतिकता र व्यवसायिकता  
(**Governance, Public Accountability, Ethics and Professionalism**)

**खण्ड- (क) :- ५० अङ्क**

**1. Governance and Development**

- 1.1 Concept, Principles and Dimensions of governance
- 1.2 Perspectives and Issues in Governance and Public Management
- 1.3 Constitutional Development and The Constitution of Nepal
- 1.4 Federal System : Federal, Provincial and Local Level Governance
- 1.5 Public Service Delivery and its effectiveness
- 1.6 Nepalese Policy Governance Security and Disaster Management
- 1.7 Structure of The Nepalese Societies
- 1.8 Theory and Practice of Diversity, Equity and Inclusion
- 1.9 Theoretical Perspective of Development
- 1.10 Issues in Sustainable Development
- 1.11 Poverty Alleviation, Issues and Policies
- 1.12 Public Policy : Policy Formulation, Implementation, Monitoring and Evaluation
- 1.13 The Politics of Public Policy
- 1.14 Constraints on public policy: Economic, Institutional, Social and Cultural
- 1.15 Major National Policies
- 1.16 Public Finance and Budgeting - Budget Formulation, Implementation, Monitoring, Evaluation and Financial control system
- 1.17 Public Procurement Policy and System
- 1.18 Planning and Development of Human Resource
- 1.19 Coaching Skills for HR Professionals
- 1.20 Talent and Organization Development
- 1.21 Performance Appraisal: Benefits, Challenges, Wage administration and developmental importance of reliability, acceptability, Sensitivity and Practicality in Performance Appraisal
- 1.22 Creating and Monitoring High Performance Organization
- 1.23 Conflict Resolution and Confrontation Skills

**खण्ड - (ख) : - ५० अङ्क**

**2. Ethics, Values and Public Accountability**

- 2.1 Essence, determinants, consequences and dimensions of ethics
- 2.2 Human values
- 2.3 Spiritualism in public affairs management
- 2.4 Sources of ethical guidance
- 2.5 Ethics in public service
- 2.6 Principles of public life
- 2.7 Power, ethics and ethical organization
- 2.8 Ethical issues in public service delivery and utilization of public funds

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- 2.9 Challenges of corruption and corruption control strategies
  - 2.10 Doctrines and principles of public accountability
  - 2.11 Public accountability and transparency
  - 2.12 Changing concept of public accountability
  - 2.13 Compliance mechanism of public accountability
  - 2.14 Nepal's public accountability system
3. **Professionalism in Public Management**
- 3.1 The foundational values for public service - integrity, impartiality, non-partisanship, objectivity, dedication, empathy, tolerance and compassion
  - 3.2 Applications of public management for developing professionalism
    - 3.2.1 Time management
    - 3.2.2 Resource management
    - 3.2.3 Technology management
    - 3.2.4 Information management
    - 3.2.5 Performance Management
    - 3.2.6 Grievance management
    - 3.2.7 Team management
    - 3.2.8 Crisis management
    - 3.2.9 Risk management
    - 3.2.10 Disaster management
    - 3.2.11 Negotiation Skills and Strategy
  - 3.3 Attitude and its relation with thought and behavior: moral and political attitudes, social influence and persuasion
  - 3.4 Emotional intelligence and its relevance in public management and governance

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द्वितीय पत्र : सेवा सम्बन्धी  
खण्ड- (क) :- ५० अङ्क

**1. Fundamentals of Management**

- 1.1. Functions, Process and Perspectives of Management
- 1.2. Creativity and Innovative Management
- 1.3. Contemporary Issues and Emerging Concepts of Management
- 1.4. Management of Public Institutions

**2. Strategic Management**

- 2.1. Concepts, Process, Approach & Models of Strategic Management
- 2.2. Formulation and Implementations of Strategy
- 2.3. Corporate, Business and Functional Levels of Strategy
- 2.4. Strategic Analysis, Implementation and Control
- 2.5. Scanning Business Environment
- 2.6. Benefits and Risks of Strategic Outsourcing
- 2.7. Current Trends in Strategic Management

**3. Corporate Governance**

- 3.1. Corporate Governance: Concepts, Principles and Dimensions
- 3.2. Public Accountability, Transparency and Open Governance
- 3.3. Corporate Governance vs Corporate Social Responsibility
- 3.4. Corporate Governance in Nepal

**4. Organizational Behavior**

- 4.1. Organizational Adaptation and Change Management
- 4.2. Quality of Work life and Work life balance
- 4.3. Competitive advantage, Value Creation and Profitability
- 4.4. Team Work, Group Dynamics, Positive Attitude, Work Culture and Environment
- 4.5. Stress Management

**5. Leadership**

- 5.1. Leadership: Concepts, Functions and Roles
- 5.2. Organizational Leadership and Ethics
- 5.3. Knowledge Management Process
- 5.4. Leadership Behavior and Practices: Situational, Transactional, Transformational and Strategic Leadership
- 5.5. Leadership in the Digital Age
- 5.6. Managing of Conflict, Crisis, Power & Politics

**खण्ड- (ख) : - ५० अङ्क**

**6. Management Information System and Decision Making**

- 6.1. Components of an Information System
- 6.2. Computerized Applications in Business

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- 6.3. Enterprise Resource Planning
  - 6.4. Customer Relationship Management
  - 6.5. Supply Chain Management
  - 6.6. Decision Making Process
  - 6.7. Quantitative Tools for Decision Making
  - 6.8. Strategic uses of Information Technology
- 7. Supervision, Monitoring, Control and Quality**
- 7.1. Supervision and Monitoring: Systems and Techniques
  - 7.2. Dimension & essential of organizational control system
  - 7.3. Quality Management and Total Quality Management Techniques
  - 7.4. Managerial Role and Responsibility in Total Quality Management
- 8. General Awareness on the Related Acts and Regulations**
- 8.1. Company Act, 2063
  - 8.2. Nepal Chartered Accountants Act, 2053 & Regulation, 2061
  - 8.3. ICAN Procurement Bylaws, 2079
  - 8.4. ICAN Employee Bylaws, 2066
  - 8.5. ICAN Financial Administrative Bylaws, 2066
  - 8.6. Public Procurement Act, 2063 & Regulation, 2064
  - 8.7. Financial Procedures and Fiscal Responsibility Act, 2076 and Financial Procedures and Fiscal Responsibility Rules, 2077
  - 8.8. Value Added Tax Act, 2052
  - 8.9. Income Tax Act, 2058
  - 8.10. Audit Act, 2075
  - 8.11. Nepal Rastra Bank Act, 2058
  - 8.12. Bank and Financial Institution Act, 2073
  - 8.13. Secured Transaction Act, 2063
  - 8.14. Muluki Dewani Samhita Ain, 2074
  - 8.15. Labor Act, 2048
  - 8.16. Insurance Act, 2049
  - 8.17. Insolvency Act, 2063
  - 8.18. Corporations Act, 2021
  - 8.19. Cooperatives Act, 2074
  - 8.20. Arbitration Act, 2055
  - 8.21. Industrial Enterprises Act, 2049
  - 8.22. Foreign Investment and Technology Transfer Act, 2075
  - 8.23. Right to Information Act, 2064
  - 8.24. Money Laundering Prevention Act, 2064
  - 8.25. Prevention of Corruption Act, 2059