

काठमाण्डौ उपत्यका खानेपानी लिमिटेड

प्रशासन सेवा प्रशासन समुह तह ९ उपप्रबन्धक पदको

खुल्ला समावेशी तथा आन्तरिक प्रतियोगितात्मक लिखित परीक्षाको पाठ्यक्रम

१. लिखित परीक्षाको विषय पूर्णाङ्क परीक्षा प्रश्नसंख्या अंकभार र समय निम्नानुसार हुनेछ ।

| पत्र | विषय | पूर्णाङ्क | उतिर्णाङ्क | खण्ड | परीक्षा प्रणाली | प्रश्न संख्या | प्रति प्रश्न अंकभार | समय |
|--------------|--|-----------|------------|--|------------------------|---------------|---------------------|---------|
| प्रथम पत्र | शासकीय प्रबन्ध, व्यवसायीकता र सेवा सम्बन्धी सामान्य विषय | १०० | ४० | (क) शासकीय प्रबन्ध, व्यवस्थापन र व्यवसायीकता | छोटो उत्तर दिने प्रश्न | १० | ५ | ३ घण्टा |
| | | | | (ख) सेवा सम्बन्धी सामान्य विषय | लामो उत्तर दिने प्रश्न | ५ | १० | |
| द्वितीय पत्र | सेवा सम्बन्धी (विस्तृत विवरण) | १०० | ४० | विश्लेषणात्मक समीक्षा | | ४ | १५ | ३ घण्टा |
| | | | | विश्लेषणात्मक र समाधान मुलक उत्तर | | २ | २० | |

२. द्वितीय चरण: अन्तर्वार्ताको योजना

| विषय | पूर्णाङ्क | परीक्षा प्रणाली |
|------------------------|-----------|-----------------|
| व्यक्तिगत अन्तर्वार्ता | ३० | मौखिक |

३. प्रशासन सेवा अन्तर्गतका सबै समुहहरूको प्रथम पत्रको पाठ्यक्रम एउटै हुनेछ । प्रथम पत्रको लिखित परीक्षा सबै समुहहरूका लागि संयुक्त रूपमा एउटै प्रश्नपत्रबाट एकैदिन वा छुट्टाछुट्टै प्रश्नपत्रबाट छुट्टाछुट्टै लिन सक्नेछ ।

४. प्रथम पत्र र द्वितीय पत्रको परीक्षा फरक फरक हुनेछ ।

५. दुवै पत्रको प्रत्येक खण्डको लागि फरक फरक उत्तरपुस्तिका प्रयोग गर्नुपर्नेछ ।

६. लिखित परीक्षाको माध्यम भाषा नेपाली वा अंग्रेजी वा दुवै हुन सक्नेछ ।

७. प्रश्नहरू यथासम्भव सबै इकाईबाट पर्नेगरी र नेपालको सन्दर्भमा सोधिने छ । लामो उत्तर दिनुपर्ने प्रश्न एकै वा खण्ड खण्ड गरी (दुई वा सो भन्दा बढी) सोध्न सकिनेछ । यस्तो प्रश्न एक भन्दा बढी इकाईबाट पर्ने गरी सोध्न सकिनेछ ।

८. यस पाठ्यक्रममा जेसुकै लेखिएको भएता पनि पाठ्यक्रममा परेका ऐन, नियमहरू परीक्षाको मिति भन्दा ३ महिना अगाडी (संशोधन भएका वा संशोधन भई हटाइएका वा थप गरी संशोधन भई) कायम रहेकालाई यस पाठ्यक्रममा परेको सम्झनु पर्दछ ।

९. परीक्षामा कालो मसी भएको कलम वा डटपेन मात्र प्रयोग गर्नुपर्नेछ ।

१०. पाठ्यक्रम लागु मिति २०७८ श्रावण १ गते देखि ।

प्रथम पत्र

खण्ड (क)

(१०० अंक)

शासकीय प्रबन्ध, व्यवस्थापन र व्यवसायीकता

(Governance, Management and professionalism)

1. Governance

- 1.1 Meaning, features and dimension of governance
- 1.2 Corporate governance system
- 1.3 Existing Constitution of Nepal
- 1.4 The federal, provincial and Local governance

2. Public Administration

- 2.1 Concept of Public Administration
- 2.2 Basic elements of personnel Administration
- 2.3 Financial Administration : Budget preparation, Implementation, Monitoring and Evaluation
- 2.4 Internal Financial Control
- 2.5 Public Policy: Formulation, Implementation, Monitoring and Evaluation

3. Management and Financial Analysis

- 3.1 Contemporary issues and Emerging Concept of management
- 3.2 Role and Importance of Leadership. Motivation, Team works, Decision making, Control and coordination in Management
- 3.3 Corporate planning and Strategic management
- 3.4 Corporate social responsibility
- 3.5 Project management: Project Planning and Scheduling: Network models, CPM/PERT, Manpower planning and resource scheduling, Project preparation for implementation and justification, Project monitoring and control: System of control, Project control cycle, Feedback control system, Cash control, Capital planning and Budgeting: Capital planning procedures, preparation of operating budgets, fixed and flexible budget, budgetary control
- 3.6 Management Information System
- 3.7 Issues and Challenges of Human Resource Management in Public Enterprises of Nepal
- 3.8 Financial analysis: Methods of financial analysis such as benefit cost ratio, internal rate of return, net present value, payback period, minimum attractive rate of return and their application; Concept of EIRRR and FIRR; tariff structure

4. Development

- 4.1 Concept of Development administration
- 4.2 Globalization

- 4.3 Planning in Nepal: effort, achievement and challenges
- 4.4 People's participation in development
- 4.5 Sustainable development
- 4.6 Diversity Management
- 4.7 Public Private Partnership
- 4.8 Development partners in development processes and foreign aid mobilization
- 4.9 Kathmandu Upatyaka Khanepani Limited (KUKL) Objective, efforts, achievement and challenges
- 5. **Ethics, Integrity, Morality & Accountability**
 - 5.1 Essence, determinants, consequences and dimensions of ethics
 - 5.2 Human Values
 - 5.3 Ethical issues in public service delivery and utilization of public funds
 - 5.4 Challenges of corruption and corruption control strategies
 - 5.5 Accountability, responsibility and authority
 - 5.6 Compliance mechanism of public auditing
- 6. **Professionalism**
 - 6.1 The foundational values for public service- integrity, impartiality. Dedication, empathy, tolerance and compassion
 - 6.2 Time management, Resource management, Change management, Technology management, Information management, performance management, Grievance management, Team management, Conflict management, Crisis management, Stress management, Risk management, Participative management, Disaster management and Work culture, Talent management, Negotiation skills and Dispute management

खण्ड (ख) सेवा सम्बन्धी सामान्य बिषय
(Service Related General Issues)

(१) संविधान र ऐन, नियमहरु

- १.१ नेपालको संविधान, २०७२
- १.२ आर्थिक प्रशासन विनियमावली, २०६४
- १.३ कर्मचारी प्रशासन विनियमावली, २०६४ (संशोधन सहित)
- १.४ कम्पनी ऐन, २०६३
- १.५ खानेपानी व्यवस्थापन बोर्ड ऐन, २०६३
- १.६ खानेपानी महशुल निर्धारण आयोग ऐन, २०६३
- १.७ सार्वजनिक खरिद ऐन, २०६३
- १.८ सार्वजनिक खरिद नियमावली, २०६४
- १.९ उपभोक्ता संरक्षण ऐन २०५४ र नियमावली २०५५
- १.१० भ्रष्टाचार निवारण ऐन, २०५९

- १.११ वातावरण संरक्षण ऐन, २०५३ र नियमावली २०५६
- १.१२ सुशासन ऐन २०६४
- १.१३ सुचनाको हक सम्बन्धी ऐन, २०६४
- १.१४ श्रम ऐन २०४९
- १.१५ खानेपानी तथा सरसफाई नीति २०७१

(२) काठमाण्डौ उपत्यका खानेपानी लिमिटेड सम्बन्धी

- २.१ काठमाण्डौ उपत्यका खानेपानी लिमिटेडको ऐतिहासिक पृष्ठभुमी तथा विद्यमान सांगठनिक संरचना
- २.२ सार्वजनिक नीजि साझेदारी (Public Private Partnership) को अवधारणा तथा सार्वजनिक नीजि साझेदारी (Public Private Partnership) मा खानेपानी व्यवस्थापन भएका केही मुलुकहरुको संक्षिप्त जानकारी
- २.३ खानेपानी महशुल निर्धारण आयोग तथा काठमाण्डौ उपत्यका खानेपानी व्यवस्थापन बोर्ड
- २.४ आयोजना कार्यान्वयन निर्देशनालय
- २.५ काठमाण्डौ उपत्यका खानेपानी लिमिटेडको प्रबन्धपत्र
- २.६ काठमाण्डौ उपत्यका खानेपानी लिमिटेडको नियमावली
- २.७ काठमाण्डौ उपत्यका खानेपानी लिमिटेडका शेयरधनीहरु बिचको सम्झौता तथा काठमाण्डौ उपत्यका खानेपानी लिमिटेड र काठमाण्डौ उपत्यका खानेपानी व्यवस्थापन बोर्ड बीचको

Lease Agreement र अनुमति पत्र

- २.७ काठमाण्डौ उपत्यका खानेपानी लिमिटेडको वर्तमान सांगठनिक संरचनाको चुनौती र भविष्य
- २.८ काठमाण्डौ उपत्यका खानेपानी लिमिटेडमा कर्मचारी व्यवस्थापन र चुनौती

(३) खानेपानी तथा सरसफाई सम्बन्धी

- ३.१ नेपालमा खानेपानी तथा सरसफाईको अवस्था
- ३.२ दिगो विकास लक्ष्य (Sustainable Development Goal)
- ३.४ सहरी सुविधा व्यवस्थापन
- ३.५ खानेपानी गुणस्तर नियन्त्रण सम्बन्धी विद्यमान ऐन तथा नियमहरु
- ३.६ पानी गुणस्तर (WHO & NS Standard) प्रयोगशाला सम्बन्धी
- ३.७ खानेपानी गुणस्तर सम्बन्धी विभिन्न राष्ट्रिय तथा अन्तराष्ट्रिय संघ संस्थाहरु

1. Human Resource Management:

Concept and functions of HRM; The future challenges of HRM; Strategic Management of human resources; Successful Human Resource Planning: Job analysis; Job evaluation; Recruitment and selection; Recruitment Policy, Selection and Evaluation, Placement, Training and development; Promotion and transfer; Employee Career Planning and Growth; Succession Planning; Performance Appraisal: Concept and Need for Performance, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Performance management; Compensation management and benefits; Employee morale and productivity; Management of organizational climate and Industrial relations; Human resources accounting and audit; Human resource information system; Employee Misconduct and Disciplinary Procedure: Basic Guidelines of a Disciplinary Policy, Disciplinary Action – Penalties, Procedure for Disciplinary Action; Employee Welfare and Working Conditions: Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities; Emerging Trends in HRM: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement

2. Managerial Function and Process:

Concept and Foundations of Management, Evolution of Management Thoughts; Managerial Functions–Planning, Organizing, Controlling; Decision making; Role of Manager, Managerial skills; Entrepreneurship; Management of innovation; Flexible Systems Management; Managerial ethics; Process and customer orientation; Managerial processes on direct and indirect value chain

3. Organizational Behavior and Design:

Conceptual model of organization behavior; The individual processes – personality, values and attitude, perception, motivation, learning and reinforcement, work stress and stress management; The dynamics of organization behavior;

4. Organizational Culture and Design

The Organizational Processes - decision making, job design; Organizational theory and design - organizational culture, managing cultural diversity, learning organization; organizational change and development; Networked and virtual organizations.

5. Production and Operations Management:

Fundamentals of operations management; Production control; Supply chain management, Quality management; Statistical process control, Six Sigma; Flexibility and agility in manufacturing systems; Project management concepts,

R&D management, Management of service operations; Role and importance of materials management, value analysis, Inventory control, Waste management.

6. Management Information System:

Conceptual foundations of information systems; Information theory; Information resource management; Types of information systems; Systems development - Overview of systems and design; System development management life-cycle, Designing for online and distributed environments; Implementation and control of project; Trends in information technology; Enterprise Resource Planning (ERP), Expert systems, Information systems planning, Flexibility in information systems.

7. Strategic Management:

Nature and scope of strategic management, Strategic intent, vision, objectives and policies; Process of strategic planning and implementation; Environmental analysis and internal analysis; SWOT analysis; Tools and techniques for strategic analysis - Strategic flexibility; Reinventing strategy; Strategy and structure; Chief Executive and Board; Management of strategic change.

8. International Business:

International Business Environment: Changing composition of trade in goods and services; Nepal's Foreign Trade: Policy and trends; Financing of International trade; Regional Economic Cooperation; Global competitiveness and technological developments; Foreign Investment: Foreign direct investment and foreign portfolio investment. Foreign Exchange Risk Management.

9. Public Administration

Concept and significance of Public Administration; Legislative, Executive and Judicial control over administration; Role of media, Citizen's Charters; Right to Information; Significant issues in Nepalese Administration: Reforms in Public Administration: Important Committees and Commissions, Main Recommendation and Problems of Implementation.