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MBA SUMMER SCHOOL 2025
SPECIAL ISSUE



ECONOMIC & POLICY RESEARCH INSIGHTS

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Governor, Nepal Rastra Bank



FINANCE, FINTECH &
MBA CAREER PROSPECTS
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Editorial

The 5th Special Summer School 2025 Issue of the *Bulletin of Business, Economics and Psychology* is a vibrant chronicle of transformative learning, capturing the distinctive spirit of the MBA Summer School 2025 hosted by Valley State College for its Trimester III cohort in Kathmandu, Capital City of Nepal. This edition not only documents the rich sectoral dialogues and personal reflections but also embodies our bold pedagogical philosophy: *moving classes beyond the confines of traditional classrooms into the very corporate boardrooms, executive suites, and operational heartlands where real decisions shape Nepal's economy.*

Valley State College, a Pokhara University-affiliated institution committed to excellence in business education since its inception, has long championed experiential, application-oriented learning. The Summer School 2025 exemplified this vision by deliberately relocating the learning environment—shifting from lecture halls to the dynamic settings of Nepal's leading organizations. Here, MBA participants engaged directly with industry pioneers in their natural domains: discussing monetary policy nuances with the Governor of Nepal Rastra Bank, exploring fintech disruptions and career trajectories with the CEO of Nabil Bank, delving into sustainable hydropower strategies at RM Group in its boardroom, examining ethical media practices with News Chief of the Himalayan TV, unpacking supply chain intricacies at Himalayan Java's operations core, and more.

The contributions in these pages—from reflection from the Central Bank Governor Prof. Dr. Biswo Nath Poudel's interaction linking his PhD research to contemporary policy challenges, to conversations with leaders like Mr. Manoj Gyawali (CEO, Nabil Bank Ltd.), Dr. Sushil Dev Subedi (Executive Director, Nepal Insurance Authority), Mr. Kushal Sunder Shrestha (Director, RM Group), Mr. Rajendra Baniya (News Chief, Himalayan TV), Mr. Nikhil Raj Shrestha (CEO, ING Skill Academy), and Mr. Swastik Ghimire (COO, Himalayan Java) were not passive observations but immersive experiences. Authored thoughtfully by participants, notably Mr. Sujan Karki (who lent his voice to multiple key pieces), Ms. Rasmita Kharel, Mr. Babu Ram Khanal, Ms. Laxmi Kumal, and Ms. Ankita Sedhai, these accounts reveal how direct exposure accelerates understanding of Nepal's economic pulse: from banking and fintech evolution amid global shifts, to insurance reforms and emerging opportunities, hydropower's role in sustainable energy security, media ethics in a digital age, IT-driven skill development, and operational mastery in consumer brands.

Complementing these sectoral immersions are reflections on soft skills workshops (with Ms. Saru Pyakurel) and the holistic growth "beyond the classroom," underscoring that leadership flourishes through self-awareness, resilience, and ethical grounding—dimensions psychology highlights as essential for enduring success in business and economics.

At its core, the spirit of Valley State College's MBA Summer School 2025 lies in this deliberate disruption of conventional pedagogy: believing that true mastery emerges not from isolated study but from immersion in the ecosystems students aspire to lead. This special issue is thus more than documentation—it is an invitation to embrace experiential education as a catalyst for Nepal's progress.

May the echoes of boardroom conversations and fieldwork reflections inspire ongoing inquiry, innovation, and collaborative action in business, economics, and the human dimensions of leadership.

Sujan Karki, Editor-in-Chief

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Insights from the NRB Governor: Reflecting on Economic Research and Policy through Prof. Dr. Biswo Nath Poudel's PhD Thesis

by **Sujan Karki**¹

In an enriching session held at the Nepal Rastra Bank (NRB) headquarters in Kathmandu, the class of MBA 2024-2026 Fall had the privilege of interacting with Prof. Dr. Biswo Nath Poudel, the Governor of Nepal Rastra Bank. The meeting, which took place in his office amid the bustling corridors of the central bank's Thapathali complex, provided a rare glimpse into the intersection of academic research and real-world monetary policy. As students pursuing advanced business administration, we were eager to delve into the Governor's extensive expertise, but the conversation centered primarily on his groundbreaking PhD thesis submitted to the University of California, Berkeley, in 2010. This reflective dialogue not only illuminated the nuances of environmental and agricultural economics but also offered valuable lessons for Nepal's evolving economic landscape.



Dr. Poudel, who assumed the role of NRB's 18th Governor in May 2025, welcomed our group with characteristic warmth and intellectual openness. Seated in his modestly appointed office overlooking the bank's premises, he shared anecdotes from his academic journey, emphasizing how his doctoral work continues to inform his approach to policymaking. His thesis, titled "Three Essays in Environmental and Agricultural Economics," explored critical issues at the nexus of sustainability, resource management, and economic development topics profoundly relevant to a nation like Nepal, where agriculture remains a backbone of the economy and environmental challenges loom large.

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The first essay in his dissertation examined the economics of sedimentation management in large reservoirs, a subject Dr. Poudel drew from real-world scenarios in hydropower and irrigation systems. He explained how sediment buildup reduces reservoir capacity over time, leading to diminished water storage, flood control, and energy generation. Using econometric models and case studies, the essay proposed cost-effective strategies for sediment removal and prevention, balancing short-term expenses with long-term benefits. During our discussion, the Governor connected this to Nepal's hydropower ambitions, noting that with over 6,000 rivers and immense untapped potential, efficient reservoir management could prevent billions in losses. "In a country prone to monsoons and glacial melts," he remarked, "understanding sedimentation isn't just academic—it's essential for energy security and disaster resilience."

Transitioning to the second essay, Dr. Poudel delved into the environmental economics of farmland abandonment, a phenomenon increasingly observed in Nepal's hilly and mountainous regions. His research analyzed drivers such as rural-urban migration, labor shortages, and changing climate patterns, which lead to underutilized land and biodiversity shifts. Through quantitative analysis, including regression models on land use data, he highlighted policy interventions like incentives for sustainable farming and land consolidation to reverse abandonment trends. Students raised questions about Nepal's own context, where farmland abandonment has surged due to youth migration abroad for remittances. The Governor responded thoughtfully, linking it to NRB's efforts in financial inclusion: "By channeling remittances into agricultural investments via microfinance and digital banking, we can revitalize rural economies and stem this tide."

The third essay addressed broader themes in natural resource economics, focusing on the valuation of ecosystem services in agricultural settings. Dr. Poudel employed advanced methodologies, such as choice experiments and contingent valuation, to quantify the economic worth of services like pollination, soil fertility, and water purification. He stressed the importance of integrating these "hidden" values into policy frameworks to avoid overexploitation. In the Nepali context, he drew parallels to the Terai's fertile plains and the Himalayas' fragile ecosystems, advocating for green bonds and climate-resilient financing tools NRB is actively promoting under his leadership to support sustainable development goals.

Throughout the interaction, Dr. Poudel's passion for evidence-based policymaking shone through. He recounted the rigorous process of his Berkeley years, under the guidance of advisors like Prof. David Zilberman, where he honed skills in econometric modeling and interdisciplinary analysis. "My thesis taught me that economics isn't isolated from the environment or society," he shared. "In Nepal, where climate change exacerbates poverty and inequality, we must blend global insights with local realities." This resonated deeply with our MBA cohort, many of whom are aspiring leaders in finance, agribusiness, and sustainability. Discussions extended to how NRB's monetary policies, such as interest rate adjustments and reserve management, could incorporate thesis-inspired elements to foster green growth.

The session also touched on Dr. Poudel's broader career trajectory—from academia at Kathmandu University to roles in the National Planning Commission and as an advisor to the ILO—which has equipped him to tackle Nepal's post-pandemic recovery, inflation control, and FATF compliance. He encouraged us to pursue research that addresses pressing issues, reminding us that "knowledge from theses like mine can bridge theory and action, driving inclusive prosperity."

As we departed the NRB headquarters, the interaction left an indelible mark. Dr. Poudel's PhD thesis, far from being a dusty academic relic, emerged as a living blueprint for Nepal's economic future. For MBA students navigating a world of uncertainty, this encounter underscored the power of scholarly inquiry in shaping resilient policies.

Finance, Fintech, and MBA Career Prospects With Mr. Manoj Panta, CEO, Nabil Bank Ltd.

by Sujan Karki¹

Nabil Bank Limited stands as Nepal's trailblazing private commercial bank, founded in 1984 as the country's first foreign joint-venture institution. With an extensive network of over 268 branches, more than 320 ATMs, and services extended to beyond 2.4 million customers nationwide, Nabil has consistently led in digital innovation, remittances, trade finance, and inclusive banking solutions. Under the stewardship of Chief Executive Officer Mr. Manoj Gyawali, the bank prioritizes digital transformation, ethical governance, customer-centric strategies, and sustainable financial growth.

Mr. Manoj Kumar Gyawali took office as CEO on June 5, 2025, after serving as Acting CEO from March 2025. A qualified Chartered Accountant from the Institute of Chartered Accountants of India and holder of an MBA from Bharathiar University, he brings over 26 years of diverse experience across banking, capital markets, and leadership roles at Nepal Rastra Bank, Global IME Bank, Global IME Capital, and Jyoti Bikas Bank. Renowned as a motivational speaker, clear communicator, and strategic thinker, his remarkable journey from humble beginnings in a remote village in Dailekh district to heading one of Nepal's premier banks inspires countless professionals.



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In a highly engaging and insightful Q&A session with MBA students (from the 2024-2026 cohort), Mr. Gyawali generously shared profound perspectives on Nepal's finance sector, the explosive growth of fintech, and actionable career guidance for aspiring leaders. The interaction was rich with practical wisdom, motivational anecdotes from his own career, and forward-looking advice that resonated deeply with the group, leaving participants motivated and better equipped to navigate their professional paths.

On the current state of finance in Nepal, Mr. Gyawali highlighted the sector's resilience and untapped potential. He noted that while banking penetration remains modest compared to regional neighbors, rapid urbanization, rising remittances, and government emphasis on formalization are creating massive opportunities. He stressed the importance of productive lending supporting SMEs, agriculture, hydropower, and tourism to fuel genuine economic growth, while cautioning against overexposure to non-productive sectors. Under his leadership, Nabil continues to champion responsible credit expansion, robust risk management, and alignment with Nepal Rastra Bank's directives to maintain stability amid inflation and external pressures.



Fintech emerged as a central theme, with Mr. Gyawali describing it as the most disruptive yet empowering force in modern banking. He shared how Nabil Bank has aggressively invested in mobile apps, QR-based payments, contactless solutions, AI-driven personalization, and seamless digital onboarding to enhance accessibility and efficiency. Far from viewing fintech as a competitor, he positioned it as a collaborator that extends reach to underserved rural areas, reduces costs, and improves customer experience. He urged students to embrace fintech literacy, warning that those

who resist digital evolution risk obsolescence. Key advice included mastering tools like data analytics, cybersecurity basics, and open banking principles to stay relevant in this hybrid era.

The session truly shone when Mr. Gyawali turned to career prospects for MBA graduates, offering a wealth of very insightful and motivational guidance. He described banking and financial services as one of Nepal's most rewarding and stable career fields, with abundant roles in corporate finance, retail banking, treasury, risk and compliance, investment advisory, digital strategy, and executive leadership. He emphasized that Nabil and similar institutions actively seek talented MBAs who combine strong fundamentals with adaptability.

Among the standout pieces of advice:

- Build a rock-solid foundation in core finance, accounting, and economics, but pair it with digital skills – learn Python basics, data visualization, or fintech certifications to stand out.
- Pursue practical experience early through internships, part-time roles, or bank training programs; real-world exposure trumps theoretical knowledge alone.
- Cultivate soft skills relentlessly: clear communication, ethical decision-making, teamwork, and resilience are what propel careers forward.
- Embrace continuous learning – pursue CFA, FRM, or specialized fintech courses to gain an edge in competitive promotions.
- Focus on merit and persistence; his own rise from entry-level positions to CEO demonstrates that consistent effort, integrity, and learning from setbacks lead to extraordinary opportunities.
- Consider entrepreneurial paths in fintech startups or advisory services, as Nepal's young, digitally native population and supportive ecosystem offer fertile ground for innovation.
- View your career as a contribution to society – by advancing financial inclusion, supporting SMEs, and bridging urban-rural divides, you help build a more equitable Nepal.



Mr. Gyawali repeatedly encouraged the students to stay grounded, remain ethical, and think long-term. He shared personal stories of overcoming challenges in remote postings and navigating sector crises, underscoring that perseverance and a customer-first mindset are timeless keys to success. He also highlighted internal growth opportunities at Nabil, where structured training, merit-based advancement, and exposure to diverse operations enable rapid progression.

This deeply insightful interaction left the MBA group energized and armed with pragmatic, high-impact career strategies. Mr. Gyawali's blend of visionary leadership, practical wisdom, and genuine encouragement exemplified why Nepal's banking sector remains a beacon for ambitious professionals. As Nabil Bank continues to pioneer innovation and inclusion under his guidance, it stands as a living example of the transformative careers awaiting those who combine knowledge, adaptability, and purpose in finance and fintech.

The Insurance Landscape of Nepal: Policy Framework, Institutional Practices, and Emerging Opportunities

With Dr. Sushil Dev Subedi, Executive Director, Nepal Insurance Authority

by Rashmita Kharel¹

Nepal's insurance sector has undergone a remarkable transformation in recent decades, evolving into a dynamic and rapidly expanding component of the national financial system. This essay draws on reflective insights from the MBA Summer School 2025 at Valley State College, enriched by an expert interaction with Dr. Sushil Dev Subedi, Executive Director of the Nepal Insurance Authority (Beema Pradhikaran). It explores the sector's historical development, constitutional and regulatory foundations, institutional operations, market trends, human resource dynamics, and future potential. The analysis underscores the interconnected roles of life insurance, non-life insurance, and reinsurance in promoting economic resilience, financial inclusion, climate risk management, and sustainable development. Although challenges such as claim settlement delays and political uncertainties remain, the sector exhibits strong long-term growth prospects and abundant professional opportunities.



Insurance acts as an essential mechanism for managing uncertainty, protecting individuals, businesses, and governments from financial shocks. In a developing economy like Nepal, prone to natural disasters and climate variability, the sector enhances economic resilience, drives financial inclusion, and safeguards development achievements. It has emerged as one of the fastest-growing areas within the financial system, second only to banking in terms of momentum. This examination originates from academic reflections during the MBA Summer School 2025, particularly an expert-

¹ Ms. Kharel is the MBA Scholar currently in Trimester IV at Valley State College.

led session with Dr. Sushil Dev Subedi, Executive Director of the Nepal Insurance Authority. The session bridged theoretical concepts with practical realities, providing a foundation for analyzing the sector's historical roots, policy environment, operational scope, growth patterns, career pathways, and persistent challenges.

The Constitution of Nepal positions insurance as a key element of public welfare and economic security, serving as a buffer against financial disruptions from accidents, disasters, health emergencies, and economic losses. In the federal structure, responsibilities are shared across federal, provincial, and local governments, with provinces actively supporting programs in agriculture, micro-insurance, and disaster risk coverage. This decentralized model has improved outreach and accessibility, especially in rural and underserved communities. The Nepal Insurance Authority functions as the independent apex regulator, handling licensing, supervision, policy development, and enforcement to ensure compliance, financial soundness, and consumer protection while aligning with international standards. This framework reflects Nepal's commitment to effective insurance governance.



The insurance industry in Nepal has transitioned from highly centralized, state-led operations to a liberalized and competitive market. Early activities were limited in scope, with modest institutional capacity illustrated by instances where a single official oversaw administration for extended periods. Formal regulation advanced with the creation of national institutions, followed by strengthened frameworks and liberalization that welcomed private sector involvement. Significant reforms under former Finance Secretary Devendra Raj Pandey opened the market, leading to licenses for numerous private players, heightened competition, innovation, and improved services. The separation of life and non-life licensing promoted specialization in risk management. As of late 2025, 37 insurance companies operate under the Nepal Insurance Authority, including 14 life insurers, 14 non-life insurers, 2 reinsurers, and 7 micro-insurance entities. Reinsurance has become indispensable for handling large-scale risks in a country highly exposed to earthquakes, floods, and other disasters.

Following banking, insurance ranks as the fastest-growing financial sub-sector, consistently achieving annual growth of 15-20 percent and occasionally higher. This performance facilitates capital accumulation, long-term savings mobilization, employment creation, and broader financial inclusion. Insurers support infrastructure financing and business risk-sharing, contributing meaningfully to economic progress. Larger market volume improves operational efficiency, strengthens risk pooling, and enables greater product diversification, indicating sectoral maturity. Recent figures from the Nepal Insurance Authority show steady advancement: for the partial period up to Mangsir 2082 (November/December 2025) in FY 2082/83, total gross premium collection reached NPR 98.76 billion, with life insurance contributing NPR 78.78 billion and non-life NPR 19.99 billion. Earlier full-year



data for FY 2081/82 (2024/25) recorded life gross premiums at NPR 182.27 billion and non-life at NPR 44.91 billion, reflecting sustained expansion and rising penetration.

The sector comprises life insurance, non-life insurance, and reinsurance, each fulfilling distinct yet supportive functions. Life insurance delivers long-term financial security, income replacement, and savings options, fostering household discipline and social protection. Non-life insurance addresses diverse needs through products covering motor vehicles, property, agriculture, micro-insurance, aviation, marine, engineering, and miscellaneous risks, thereby safeguarding assets, businesses, and livelihoods. Reinsurance bolsters the system's ability to absorb catastrophic and unpredictable exposures, proving vital in Nepal's disaster-prone environment. Together, these segments form a comprehensive structure that enhances economic stability and risk sustainability.

Climate change has amplified the frequency and intensity of natural disasters, agricultural failures, and environmental threats, making insurance an indispensable financial safety net for recovery and continuity in uncertain conditions. Regional examples provide useful benchmarks: Sri Lanka excels in institutional management, while India advances through technological and digital integration. Nepal stands to benefit from adopting similar innovations to boost efficiency, accessibility, and outreach.

The insurance field ranks among Nepal's most promising career domains, requiring interdisciplinary knowledge in finance, law, actuarial science, statistics, engineering, and information technology. It offers intellectually stimulating, knowledge-driven roles with strong growth potential. The sector

directly employs thousands in companies and engages hundreds of thousands through licensed agents and surveyors, creating multidisciplinary opportunities that allow professionals to build internationally relevant careers while remaining in Nepal, thereby reducing the pressures of labor migration.

Growth notwithstanding, the sector grapples with claim delays that erode public trust, political instability that impedes operational agility, and uneven technological adoption across companies. Addressing these issues demands continued institutional strengthening, accelerated digital transformation, and greater policy consistency. The Nepal Insurance Authority plays a pivotal role by providing regulatory guidance, training programs, and knowledge support to elevate overall performance.

Insights from Dr. Sushil Dev Subedi illuminate a dynamic insurance ecosystem in Nepal, characterized by rapid expansion, institutional maturation, and growing relevance in a risk-exposed economy. The complementary frameworks of life insurance, non-life insurance, and reinsurance collectively advance economic stability, climate resilience, and professional development. While hurdles such as claim processing inefficiencies and governance challenges persist, sustained improvements in regulation, technology, skilled human resources, and risk management strategies position the sector for a transformative role in Nepal's sustainable future. As insurance penetration continues to rise and innovations take hold, the industry is poised to underpin more inclusive and resilient economic growth across the country.

Hydropower Development in Nepal: Insights from Industry Leadership and Sustainable Practice

With Mr. Kushal Sunder Shrestha, Director, RM Group

by **Sujan Karki**¹

Nepal's hydropower sector represents a cornerstone of its economic and energy future, with vast untapped potential amid growing regional demand for clean energy. This article explores the current state of hydropower in Nepal, drawing on perspectives from key industry figures, particularly Mr. Kushal Sunder Shrestha, Director of RM Group and President of the Nepal Youth Entrepreneurs' Forum (NYEF). Based on his professional insights shared in public forums, including interviews and discussions on energy sector reforms, the article examines Nepal's hydropower landscape, challenges, opportunities, and the role of private enterprises like RM Group. It highlights Shrestha's emphasis on hydropower as a driver of prosperity, alongside tourism, and underscores the need for strategic investments, policy reforms, and regional cooperation to realize Nepal's 83,000 MW potential.

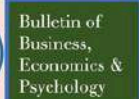


Mr. KUSHAL SUNDER SHRESTHA

MBA (Asian Institute of Technology, Thailand/
 EBS Universität für Wirtschaft und Recht, Germany)

Director
 RM Group

Former President
 NYEF, Nepal



Mr. Kushal Sunder Shrestha's journey exemplifies the blend of academic rigor and entrepreneurial acumen driving Nepal's energy sector. Born and raised in Nepal, Shrestha completed his Bachelor of

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Business Administration (BBA) from Kathmandu College of Management (KCM), affiliated with Kathmandu University, graduating in the batch of 2003-2007. During his undergraduate studies, he gained practical experience through an internship at Prime Commercial Bank, where he focused on financial operations, laying the groundwork for his future in project management and finance.

Pursuing advanced education abroad, Shrestha earned a Master's in Management from the Asian Institute of Technology (AIT) in Bangkok, Thailand, followed by an MBA from the European Business School (EBS) in Oestrich-Winkel, Germany, through an exchange program in 2012. These international experiences equipped him with global perspectives on sustainable business practices, particularly in energy and infrastructure. His academic focus on finance and management has been pivotal in navigating the complexities of hydropower development, which requires substantial capital investment and risk assessment.

Professionally, Shrestha serves as Director at RM Group, a diversified enterprise with a strong emphasis on the energy sector. Under his leadership, RM Group has spearheaded multiple hydropower initiatives, including the 15.4 MW Bindhyabasini Hydropower Limited, the 20 MW Multi Energy Hydropower Developer Limited, and the 48.8 MW Khimti-II Hydropower Project in Dolakha District. As Chief of Operations for the Bindash Power Project, he oversees project management, emphasizing efficiency and sustainability.



Beyond corporate roles, Shrestha's leadership extends to entrepreneurial advocacy. Appointed President of the Nepal Youth Entrepreneurs' Forum (NYEF) in 2024, he previously served as First Vice President and Past President. In his NYEF capacity, he describes the organization as a "life-changing" platform that fosters collaboration among entrepreneurs, contributing to economic growth through knowledge sharing. His public discourses, including social media posts and interviews, often underscore Nepal's clean energy advantages, noting that the country, like Bhutan, relies on 100% hydropower for its energy needs. Shrestha's insights, shared in forums like the Behind The Business Series, advocate for leveraging hydropower to reduce trade deficits and boost GDP through exports.

Nepal, nestled in the Himalayas, is endowed with one of the world's richest hydropower resources, estimated at a theoretical potential of 83,000 MW, of which approximately 43,000 MW is economically viable. Despite this abundance, the country has historically struggled with energy shortages, relying on imports during dry seasons while exporting surplus during monsoons. As of early 2026, Nepal's installed electricity capacity stands at over 3,400 MW, predominantly from hydropower, marking significant progress from just 851 MW a decade ago. This growth aligns with ambitious targets: 10,000

MW by 2026 and 28,500 MW by 2035, positioning Nepal as a net exporter of clean energy to neighbors like India and Bangladesh.

Central to this narrative is the role of visionary leaders in the private sector. Mr. Kushal Sundar Shrestha, Director of RM Group—a prominent Nepalese conglomerate focused on energy and infrastructure—has been instrumental in advancing hydropower projects. In his public engagements, such as the "Behind The Business Series" interview, Shrestha highlights hydropower and tourism as pivotal sectors for Nepal's economic transformation. He references key milestones, including the 2024 India-Nepal agreement for trading 10,000 MW of power over a decade, as catalysts for growth. This article synthesizes insights from Shrestha's perspectives, drawn from his lectures, presentations, and interviews, to analyze Nepal's hydropower trajectory, incorporating his academic and professional background for contextual depth.

Current Status of Hydropower in Nepal

Nepal's hydropower sector has witnessed remarkable expansion in recent years. As of March 2025, the total installed capacity reached 3,421.956 MW, with hydropower accounting for 3,255.806 MW, supplemented by solar (106.74 MW), thermal (53.41 MW), and co-generation (6 MW). This marks a shift from chronic energy shortages to surplus generation, enabling Nepal to become a net exporter. In 2021, Nepal exported energy for the first time in two decades, and by 2025, it earned over NPR 17 billion from exports, with projections up to NPR 27 billion in the following year.

Key policy reforms have fueled this growth. The government's Open Access Directive 2025 ended the Nepal Electricity Authority's (NEA) monopoly on power trade, allowing private producers to sell directly. Additionally, 259 projects totaling 10,691.546 MW are under construction or awaiting financial closure, with another 17,000 MW in feasibility stages. Major initiatives include the 1,200 MW Budhigandaki and 635 MW Dudh Koshi reservoir projects, the 1,063 MW Upper Arun semi-reservoir, and the 417 MW Nalgad hydropower project. The 140 MW Tanahu Hydropower Project, Nepal's third storage-type facility, is 63% complete and slated for commissioning by May 2026, providing reliable dry-season energy.

Regional cooperation is pivotal. Agreements with India for 10,000 MW exports and trilateral deals involving Bangladesh have opened markets. Shrestha, in his presentations, praises these pacts as transformative, enabling Nepal to channel surplus power—projected at 2,456 MW and 14,022 million units by 2025–2026—for green hydrogen production and economic gains.

Challenges and Opportunities in Hydropower Development

Despite progress, challenges persist. Seasonal variability—high monsoon flows versus dry-season shortages—undermines energy security, necessitating more reservoir projects. Climate change exacerbates this, with glacial melt, floods, and droughts threatening infrastructure. In 2024, floods damaged 20 plants, reducing output by 1.1 GW. Procedural hurdles, including permitting delays and transmission constraints, hamper ambitions.

Geopolitical factors also play a role. India's past restrictions on purchasing power from Chinese-invested projects in Nepal have deterred investments, though improving India-China relations may ease this. Shrestha's insights emphasize overcoming these through diplomatic efforts and private sector innovation.

Opportunities abound. Nepal's 99.8% hydropower reliance positions it as a green energy leader. Private entities like RM Group exemplify this, with projects like Khimti-II advancing toward

completion. Shrestha advocates for youth-led entrepreneurship via NYEF to attract investments and build capacity. International support, such as World Bank and ADB funding for resilient infrastructure, further bolsters prospects.

RM Group's Contributions to Hydropower

RM Group, under Shrestha's direction, has become a key player in Nepal's energy landscape. The company's portfolio includes operational and under-construction projects totaling over 84 MW, with a focus on sustainable development. The Khimti-II project, for instance, incorporates advanced simulations at Hydro Lab Nepal to optimize efficiency. Shrestha's leadership ensures alignment with national goals, emphasizing clean energy exports and job creation.

Conclusion

Nepal's hydropower sector is at a pivotal juncture, with potential to drive sustainable prosperity. Mr. Kushal Sundar Shrestha's academic foundation and professional expertise provide valuable insights into navigating challenges and seizing opportunities. By fostering private-public partnerships, addressing climate risks, and enhancing regional trade, Nepal can realize its vision of energy independence and export leadership. Shrestha's call for hydropower as a pillar of economic reform resonates strongly, urging stakeholders to prioritize innovation and collaboration for a greener future.

Media Business and Ethics

With Mr. Rajendra Baniya, News Chief, Himalayan TV

by Baburam Khanal¹

On the evening of 28 July, amid the reflective walls of the Executive Board Room at Himalayan Java, Naxal, a quiet but intense anticipation filled the air. As part of the MBA Summer School program-2025 of Valley State College Chitwan, we had gathered for the final session of the day to hear from one of Nepal's most distinguished voices in journalism – Mr. Rajendra Bania. Currently the News Chief at Himalayan Television and host of the acclaimed program *Yakshya Prasna*, Bania is renowned for posing uncompromising, thought-provoking questions in the tradition of Yudhisthira's encounter with the Yaksha in the Mahabharata (Srinivasan, A. V. (1984)). His chosen topic for the session, *Media Business and Ethics*, could not have been more timely or relevant – not just for our students, but for anyone grappling with the responsibilities and dilemmas of journalism today.



As someone who once shared a working platform with Mr. Bania, I am uniquely positioned to appreciate his intellect, sincerity, and persistent quest for truth. But on this occasion, I saw him not just as a journalist, but as a profound thinker reflecting critically on the twin engines of modern media: its commercial power and its ethical duty.

The Evolution of Media as an Industry: A Nepali Perspective

Nepal's media history is deeply intertwined with its political evolution. While rudimentary state-controlled broadcasting like *Radio Nepal* existed from the 1950s, a real turning point came with the restoration of democracy in 1990. As Bania highlighted in his address, the 1990 Constitution guaranteed press freedom, which catalyzed an unprecedented boom in private media enterprises.

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From *Kantipur Publications* (est. 1993) to *Image Channel* and *Himalaya Television*, dozens of outlets emerged, transforming media into a viable industry.

This democratization of information was further accelerated after the People's Movement of 2006 and the establishment of the Republic in 2008. Today, Nepal boasts over 800 newspapers, 500 radio stations, and dozens of television channels and digital media platforms - a staggering achievement for a country that lacked press freedom just a few decades ago.

Bania emphasized how this media explosion also led to the commodification of information. "Many media entrepreneurs became dollar millionaires," he remarked, not as a critique but as a reflection of media's economic evolution. Yet with this expansion came complications - sensationalism, ownership biases, and ethical grey zones.

The Global Media Landscape: Capitalism, Competition, and Control

Nepal's experience is not unique. Globally, media has undergone seismic shifts in ownership patterns and business models. In the United States, for example, over 90% of traditional media is controlled by just six conglomerates: Comcast, Disney, AT&T, Paramount Global, Sony, and Fox Corporation (Statista, 2024). This concentration of ownership risks the narrowing of diverse voices and editorial independence.



India's case is equally instructive. The rise of private media since the 1990s has given birth to dynamic journalism but has also seen corporatization on a massive scale. The Reliance group owns *Network18*,

the Zee Group controls *Zee Media Corporation*, and the Adani Group recently acquired a majority stake in *NDTV*. With such business interests, editorial choices often reflect investor concerns more than public interest.

The digital revolution has added another layer. Algorithms now determine visibility, while platforms like Facebook, YouTube, and TikTok monetize content irrespective of its truthfulness. A 2023 report by the *Reuters Institute for the Study of Journalism* noted that over 54% of global consumers now access news primarily through social media platforms that are optimized for engagement, not ethics.

Ethics in the Age of Information Anarchy

Ethics is fundamental to every business. In fact, in the media, more specifically in the social media, the importance of ethics remains crucial worldwide (Khanal, B. R. (2025). “Ethics is not a luxury in media,” Mr. Bania said, “it is the foundation.” His concern resonates across borders. In a world where deep fakes, misinformation, and polarizing content abound, the line between journalism and propaganda has become dangerously thin.

Mr. Bania cited examples from his decades-long career ranging from biased reporting during political unrests to questionable interviews of celebrities to show how ethical violations often stem from the race for ratings. “Today,” he lamented, “some journalists act as celebrities, not watchdogs.”

He raised a powerful analogy: just as doctors require an MBBS degree and a license from the Nepal Medical Council to practice, and lawyers must clear bar council exams, journalists too should be held to strict professional standards. “We must introduce licensing or accreditation mechanisms to ensure media persons are not just skilled, but ethical.”

This sentiment is echoed in global discourse. Countries like the UK have independent media regulators like *Ofcom*. India’s *Press Council* and *News Broadcasting Standards Authority (NBSA)* offer codes of conduct, though they lack enforcement teeth. The U.S., owing to its First Amendment, avoids licensing but relies on voluntary standards. Nepal’s *Press Council Nepal* has guidelines but limited power to penalize violations.

A licensing model is controversial critics argue it may curb press freedom. Yet in nations like Rwanda and Tanzania, accreditation is mandatory. The key lies in balancing regulation with independence empowering journalists with ethical training, not political control.



The Tension Between Commerce and Conscience

Media is both a business and a public good. That contradiction lies at the heart of the ethical debate. Profit motives demand eyeballs and ads; ethical journalism demands patience, verification, and balance (Keeble, R., 2008). When revenue trumps responsibility, the truth becomes collateral damage. Bania shared how some media houses in Nepal suppress stories about their advertisers or investors. Globally, too, this is rampant. A famous case is that of *Bloomberg News*, which allegedly avoided critical coverage of China due to business interests. In India, many media houses avoid criticizing government policies that benefit their owners. This self-censorship undermines journalism's core mission to speak truth to power.

The way forward, as Bania suggests, is to nurture ethical leadership within media businesses. Publishers, editors, and producers must be educated not just in management, but in media ethics. MBA programs that explore media as a case of corporate social responsibility (CSR) can help bridge this gap.

Ethical Journalism as a Catalyst of Democracy

Despite its flaws, journalism remains a pillar of democracy. In Nepal's context, media played a vital role during the Maoist insurgency, the peace process, and the 2015 Constitution-making. Bania emphasized how Nepali media helped safeguard human rights, amplify marginalized voices, and challenge authoritarian tendencies.

But for journalism to sustain this role, it must remain ethical. The concept of "constructive journalism" - promoting solutions rather than sensationalism - is gaining ground globally. Outlets like *The Guardian* have invested in ethical storytelling. Public broadcasters like the BBC and NPR uphold editorial independence through legal safeguards.

In Nepal, too, we must invest in media literacy, support independent watchdogs, and train journalists in both ethics and enterprise. Bania's proposal for a licensing framework could be a starting point not to control, but to professionalize journalism.

Recommendations and Reflections

Drawing from Mr. Bania's insights and the broader global context, the following recommendations emerge:

- a. *Introduce Ethical Education in Journalism Curriculum*
Media schools in Nepal and beyond should integrate rigorous modules on ethics, global case studies, and dilemmas of digital journalism.
- b. *Establish Licensing or Accreditation Mechanisms*
Develop non-political, independent accreditation systems for media practitioners, based on transparent criteria.
- c. *Encourage Media Self-Regulation*
Strengthen bodies like *Press Council Nepal* by making their recommendations binding for repeat offenders.
- d. *Promote Public Interest Journalism*
Offer tax breaks or funding support to outlets committed to investigative journalism and public accountability.

- e. *Encourage Corporate Responsibility*
Media companies must adopt ethical codes and CSR frameworks, reporting annually on compliance and standards.
- f. *Foster Global Collaboration*
Nepal's journalists and institutions should engage with global bodies like *Reporters Without Borders* and *IFJ* for training and advocacy.

Conclusion: A Legacy of Integrity

As Mr. Rajendra Bania concluded his address, his final words echoed with quiet conviction: “A journalist without ethics is like a soldier without discipline.” In our complex world of clicks, crises, and capitalism, these words offer not just a warning, but a call to action.

Media is a powerful business, yes. But it must be a business with a soul—accountable, courageous, and ethical. As someone who has witnessed Mr. Bania's journey—from the early days of democracy to the digital age—I believe his voice is one of conscience in a noisy world. Let us amplify that voice and build a media culture that informs, enlightens, and uplifts.

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IT and Education Industry in Nepal

With Mr. Nikhil Raj Shrestha, Co-Founder & CEO, ING Skill Academy

by Mr. Sujan Karki¹

Nepal's IT and education sectors are experiencing dynamic growth and convergence in the mid-2020s, driven by rapid digital adoption, increasing internet penetration (projected to reach around 79% by recent estimates), a young, tech-savvy population, and the push for skill-based learning to meet global demands. The IT industry contributes increasingly to GDP through software development, freelancing, fintech, e-commerce, cybersecurity, AI, and outsourcing services, while the education sector evolves to bridge academic knowledge with practical, industry-ready skills. This intersection creates abundant opportunities for innovation, employment, and economic inclusion, particularly in a country where traditional jobs face challenges from migration and underemployment.



Mr. Nikhil Raj Shrestha, Co-Founder and CEO of ING Skill Academy since 2020, stands at the forefront of this transformation. Holding an MBA from London Metropolitan University in the UK, he brings a blend of international business perspective and local insight. With prior experience in marketing at ING Consulting Pvt. Ltd., Innovate Nepal Group, Avani Advertising, and Himalayan Bank Limited, Mr. Shrestha has built ING Skill Academy into a leading skill development institution in Kathmandu. The academy focuses on career accelerator programs, enrichment initiatives, bootcamps, workshops, and globally recognized IT certifications delivered by international experts. It emphasizes a "learning-by-doing" approach through its T-W-E (Tutorial, Workshop, Exposure) model, which combines theoretical instruction with hands-on projects, industry tours, and real-world exposure via partnerships like Innovate Tech and Vairav Tech. The modern campus features state-of-the-art infrastructure, vibrant learning zones, coffee shops, and restaurants, fostering a holistic

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environment for students to develop in-demand competencies in IT, business, e-commerce, artificial intelligence, Internet of Things, entrepreneurship, and skill enhancement.

In Nepal, the IT sector's expansion is fueled by sectors such as banking, healthcare, education, tourism, and remittances-driven digital services. Demand surges for professionals skilled in software engineering, web and app development, data analytics, cybersecurity, cloud computing, AI/machine learning, and digital marketing. Freelancing platforms enable Nepali talent to serve global clients, while local startups and outsourcing firms grow rapidly. However, challenges persist: a skills gap between university graduates and industry needs, limited internship opportunities in some corporate settings, infrastructure constraints in rural areas, and the need for affordable, high-quality training.

The education industry responds by shifting toward vocational, practical, and technology-integrated models. Private institutions, skill academies, and foreign-affiliated programs (British, Australian, etc.) gain prominence for offering industry-aligned curricula, international certifications, and better placement support compared to traditional university degrees. Government initiatives promote digital literacy and STEM education, while bootcamps and short-term courses address immediate market demands. ING Skill Academy exemplifies this trend by prioritizing employability—equipping learners with globally competitive skills to stand out in job markets, reduce unemployment, and support Nepal's digital economy.

Mr. Shrestha's leadership highlights the potential of targeted skill development in bridging these gaps. The academy's programs help students transition smoothly from academics to careers, emphasizing practical projects, exposure to top industry environments, and soft skills like communication and innovation. As Nepal advances in digitization—with rising e-commerce, fintech adoption, and remote work opportunities—such institutions play a crucial role in empowering youth, fostering entrepreneurship, and contributing to sustainable economic progress.

The synergy between IT and education in Nepal promises a bright future. With continued investment in infrastructure, policy support for tech education, and visionary leaders like Mr. Nikhil Raj Shrestha driving skill-focused initiatives, the country is well-positioned to nurture a skilled workforce that competes regionally and globally. For aspiring professionals, this landscape offers rewarding paths in innovation, leadership, and societal impact, making IT-integrated education one of the most promising avenues for personal and national development in 2026 and beyond.

Supply Chain and Operations Management of Himalayan Java With Mr. Swastik Ghimire, Chief Operation Officer, Himalayan JAVA

by Mr. Sujan Karki¹

Himalayan Java, established in 1999 as Nepal's pioneering specialty coffee house, has evolved from a single outlet in Kathmandu into a leading national and international brand promoting Nepali coffee. Founded by Gagan Pradhan and partners, the company introduced high-quality, handcrafted coffee at a time when instant varieties dominated and coffee culture was virtually nonexistent. Over more than two decades, it has grown to over 70 outlets across Nepal including Himalayan Java Express formats and the upscale Gallery by Himalayan Java along with international presence in locations such as the United States and Canada. This expansion reflects a strategic shift from a modest cafe to a franchised enterprise that emphasizes sustainable practices, community empowerment, and the elevation of Nepal's coffee industry.

Central to Himalayan Java's success is its vertically integrated supply chain, which prioritizes local sourcing to ensure quality, traceability, and economic impact. The company sources Arabica and other beans primarily from Nepali farmers in high-altitude regions like Ilam in the eastern hills, where ideal Himalayan conditions yield distinctive flavors. It operates its own coffee farm in Ilam, which not only secures a reliable supply of premium beans but also generates employment, supports farmer training, and promotes coffee tourism. This direct farmer engagement minimizes intermediaries, enhances bean quality control from cultivation to harvest, and aligns with ethical sourcing principles that empower growers through fair practices and skill development.

Beans undergo processing at Himalayan Java's roasting facility in Kathmandu, where they are roasted to perfection using imported high-quality equipment such as roasters, grinders, and espresso machines distributed exclusively by the company's Mocca Trading arm. This in-house roasting ensures consistency across outlets while allowing customization for different brews.



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Roasted beans are then distributed to all branches, including remote ones in areas like Jomsom and Namche Bazaar, maintaining freshness and uniformity in the final product. The supply chain extends to bakery items and complementary products, with an emphasis on fresh, high-standard ingredients to support a full menu of beverages, food, and merchandise.

Operations management at Himalayan Java focuses on delivering a premium customer experience while navigating Nepal's unique challenges. The company maintains strict quality standards through barista and bakery training programs that build skilled workforce capacity and uphold service excellence. Franchise and outlet operations are standardized to ensure brand consistency, from ambiance and menu offerings to hygiene and efficiency. Digital tools and inventory systems help manage demand forecasting, stock levels, and waste reduction in a perishable goods environment.

Nepal's landlocked geography, mountainous terrain, and logistical hurdles—such as inconsistent transportation, customs delays, and seasonal disruptions—pose ongoing challenges to the supply chain. Himalayan Java addresses these through resilient strategies, including diversified sourcing buffers, strong supplier relationships, and adaptive pricing. Climate variability affecting bean yields and potential import dependencies for equipment add complexity, yet the company's emphasis on local production mitigates risks and reduces reliance on foreign beans.

Sustainability and social responsibility underpin operations. Himalayan Java empowers individuals across the value chain—from farmers to baristas—through job creation, vocational training, and community initiatives. This approach strengthens Nepal's emerging coffee sector, boosts domestic consumption, and supports exports of green beans. Recent investments, including a significant stake acquisition by NIBL Equity Partners in 2025, signal ambitions for further South Asian expansion, enhanced global outreach, and scaled opportunities in the coffee value chain.

In a competitive landscape with growing local cafes and international entrants, Himalayan Java's integrated supply chain and operations model—rooted in local sourcing, quality control, workforce development, and adaptability—positions it as a trailblazer in Nepal's Third Wave coffee movement. By fostering economic inclusion and cultural shift toward specialty coffee, the company not only sustains growth but also contributes to broader sustainable development in Nepal's agriculture and hospitality sectors. As coffee culture flourishes, Himalayan Java continues to lead by example, brewing excellence from bean to cup while building a resilient, community-oriented enterprise.

Soft Skills for Personality Development: Workshop Reflection **With Ms. Saru Pyakurel, Country Director, Eco-Network Global**

by Ms. Laxmi Kumal¹

On 27 July 2025, participants in the MBA Summer School 2025, hosted by Valley State College (affiliated with Pokhara University), convened at the Business Lounge of Samsara Hotel in Thamel, Kathmandu, for a workshop titled “Soft Skills for Personality Development”. Facilitated by Ms. Saru Pyakurel M.Sc. (CAS, Nepal), Corporate Manager at Glocal Pvt. Ltd., Country Director of Eco-Network Global, environmentalist, and experienced professional trainer the session explored the critical role of soft skills in leadership and career success. Drawing on her interdisciplinary expertise in corporate management, environmental advocacy, and training, Ms. Pyakurel delivered an engaging, experiential program that bridged theoretical insights with practical application.



Opening Engagement and Core Emphasis: The Primacy of Networking

The workshop commenced with an open-ended question posed by Ms. Pyakurel: “What do you consider the two most important skills for success in today’s business world?” Participant responses highlighted leadership, public speaking, communication, adaptability, time management, and decision-making. Building on these contributions, Ms. Pyakurel introduced networking as a foundational yet distinct competency. She distinguished it from general communication by framing networking as the cultivation of enduring, mutually beneficial relationships grounded in trust, shared objectives, and sustained engagement.

¹ Ms. Kumal is currently the MBA Scholar in Trimester IV at Valley State College.

Key principles emphasized included active listening over self-promotion, consistent follow-up, providing value proactively, and authenticity in interactions. Ms. Pyakurel illustrated these concepts with real-world examples from her career, demonstrating how strategic networking facilitates access to mentorship, partnerships, investment opportunities, and unforeseen professional pathways. In an era of interconnected global economies, she argued, the quality of one's professional network increasingly determines opportunity access and long-term advancement.

Experiential Learning: Team-Building Activity

To move beyond didactic instruction, Ms. Pyakurel incorporated an interactive team exercise. Participants were divided into three groups and assigned challenges requiring coordination, problem-solving, and effective division of labor. The activity generated dynamic energy, with observable instances of laughter, strategic planning, and collaborative effort. Post-activity debriefs revealed valuable lessons: one group encountered inefficiencies due to role ambiguity and overlapping responsibilities, while another achieved success through clear communication, trust-building, and adaptive delegation.

This experiential component underscored the importance of team dynamics—effective delegation, mutual trust, role clarity, and collective problem-solving—as essential to achieving shared goals. By reflecting on successes and setbacks, participants gained firsthand insight into how soft skills manifest in real-time group contexts.

Key Soft Skills Framework and Leadership Implications

The session transitioned to a structured discussion of essential soft skills: active listening, adaptability, emotional intelligence, conflict resolution, and personal branding. Ms. Pyakurel posited that while technical competencies may secure initial employment, soft skills enable sustained career progression, effective leadership, and inspirational influence.

Integrating her environmental background, she highlighted sustainability awareness and ethical decision-making as increasingly vital leadership attributes in the contemporary global economy. “A responsible leader today must prioritize not only profit but also planetary well-being,” she noted, advocating the incorporation of eco-friendly practices, corporate social responsibility, and long-term ethical considerations into professional frameworks. This perspective aligns with emerging discourses on sustainable business leadership.

Building Confidence and Self-Awareness

A significant portion addressed confidence-building and effective self-expression, recognizing that many emerging professionals possess strong ideas but face barriers in articulating them publicly. Through supportive, non-judgmental feedback during group interactions, Ms. Pyakurel highlighted patterns such as reluctance to yield leadership, hesitation in contributing, and the primacy of empathy and listening in group efficacy.

Practical tools introduced included affirmation techniques, daily reflective practices, and mindfulness habits to foster resilience and self-assurance. These strategies positioned personality development as an ongoing process of authenticity, self-awareness, and emotional regulation rather than superficial projection.

Participant Insights and Broader Implications

The workshop prompted critical self-reflection among participants, shifting focus from predominantly technical domains (e.g., marketing models, financial analysis, data interpretation) to interpersonal and adaptive competencies. Key questions emerged: How effectively does one listen? Contribute constructively in teams? Manage stress or resolve conflicts?

Such introspection revealed that personality development entails cultivating authenticity, resilience, and heightened self-awareness. Experiential elements proved particularly memorable, reinforcing the value of applied learning over traditional lectures.

Broader relevance extends beyond professional settings: these competencies inform leadership in teams, conflict navigation, crisis management, and stakeholder interactions. Supporting evidence includes longstanding research often attributed to studies by Harvard University, the Carnegie Foundation, and Stanford Research Center indicating that approximately 85% of job success derives from well-developed soft skills, with only 15% attributable to technical expertise (National Soft Skills Association, 2025; Carnegie Foundation archives).

Conclusion

In closing, Ms. Pyakurel commended the demonstrated teamwork, problem-solving, and emergent leadership during the activities. She emphasized that soft skills are cultivated through daily practice in self-awareness, empathy, communication, and adaptability not acquired in isolation. Her concluding remark encapsulated the session's ethos: "Leadership is not a title; it is an action. It manifests in how one influences others, builds trust, and conducts oneself authentically, even unobserved."

This workshop served as a timely reminder for MBA candidates that holistic development integrating technical proficiency with robust interpersonal capabilities is indispensable for ethical, impactful leadership in a rapidly evolving business landscape.

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Beyond the Classroom: Personal and Professional Growth at the MBA Summer School 2025

by Ankita Sedhai¹

The MBA Summer School 2025, hosted by Valley State College in Chitwan from July 28, 2025, represented a meaningful milestone in management education. Moderated by Mr. Sujan Karki – an accomplished academician, program director, and alumnus of the Indian Institute of Management Ahmedabad (IIMA) – and chaired by Principal Mr. Babu Ram Khanal, the program convened a diverse cohort of students, early-career professionals, and subject-matter experts. Far from a conventional lecture series, the Summer School served as an immersive platform fostering critical thinking, peer collaboration, industry exposure, and practical application of business concepts.



The curriculum was thoughtfully designed to integrate theoretical foundations with real-world relevance. Key topics included strategic management, ethical leadership, innovation, financial analysis, digital marketing, sustainability, and entrepreneurship. Through case studies, group discussions, interactive workshops, and participant-led presentations, attendees translated classroom theory into actionable strategies, thereby strengthening problem-solving, analytical, and decision-making competencies.

A defining strength of the program was its collaborative and inclusive learning environment. Participants from varied academic and professional backgrounds enriched discussions with diverse

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viewpoints, enabling deeper exploration of complex business challenges. The open-forum format promoted intellectual rigor, constructive debate, and mutual learning, rendering the sessions both dynamic and intellectually stimulating.

Personal Learning and Professional Development

The Summer School proved transformative for academic enrichment and personal growth. Interaction with the moderator, Mr. Sujan Karki, stood out as particularly valuable. Drawing on his extensive expertise and pedagogical approach honed at IIMA, Mr. Karki delivered sessions that blended rigorous academic content with practical mentorship. He guided participants in strategic thinking, ethical leadership, and adaptability in volatile business landscapes.



Sessions on leadership and innovation were especially impactful. Participants examined leadership as a function of influence rather than positional authority and innovation as the creation of sustainable value rather than mere ideation. Case analyses of organizations that navigated crises underscored the importance of resilience, agility, and digital transformation – lessons highly relevant to contemporary global markets.

The program also honed essential soft skills. Group projects, debates, and case presentations cultivated active listening, constructive feedback, and balanced leadership. This supportive environment encouraged experimentation, reflection on setbacks, and iterative improvement – an invaluable preparation for the competitive professional landscape.

Networking emerged as another enduring benefit. Informal interactions with faculty, peers, and industry guests fostered meaningful professional relationships and potential future collaborations, extending the program's impact well beyond its duration.

Reflection, Gratitude, and Future Implications

Reflecting on the experience, profound appreciation is extended to Valley State College and its organizing team. Principal Mr. Babu Ram Khanal's visionary leadership ensured seamless execution, relevant topic selection, and a commitment to academic excellence and educational innovation. His guidance set a high standard for the entire initiative.

The Summer School clarified career aspirations and reinforced the understanding that business education extends beyond profit maximization to encompass sustainable, ethical, and societal impact. It enhanced analytical confidence, heightened self-awareness as a future leader, and emphasized collaboration, critical inquiry, and lifelong learning.

Moving forward in the MBA journey, the insights gained will be applied to academic coursework, internships, and eventual corporate roles. The program has reaffirmed the value of pursuing

advanced management studies and equipped participants to contribute meaningfully to organizations and communities.

Conclusion

The MBA Summer School 2025 was far more than an academic event – it was a pivotal experience that will endure as a cornerstone of professional development. Heartfelt thanks are due to Mr. Sujan Karki for his insightful mentorship, Mr. Babu Ram Khanal for his strategic leadership, and the faculty and fellow participants whose contributions enriched this collective journey. Such initiatives, where learning aligns with purpose and passion intersects with profession, remain essential for nurturing responsible and innovative business leaders in Nepal and beyond.



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