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WIRC BULLETIN

Chief Editor :
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Infrastructure Sector – Role of CMA

Inside Bulletin

WESTERN INDIA REGIONAL COUNCIL
THE INSTITUTE OF COST ACCOUNTANTS OF INDIA
(Statutory Body under an Act of Parliament)

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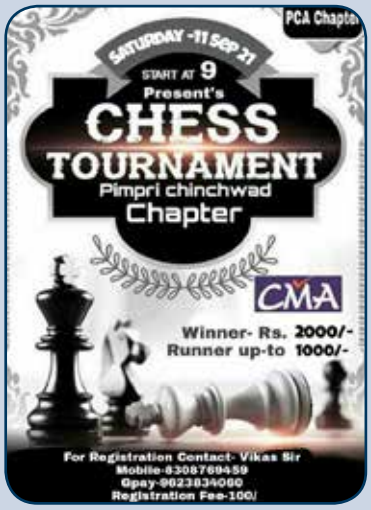
CMA R. A. Mehta, Chairman Bharuch-Ankleshwar Chapter felicitating CMA Dinesh Birla, Chairman WIRC on the occasion of inauguration of oral coaching batch of Bharuch Ankleshwar Chapter.

Members and students of Bharuch-Ankleshwar chapter and Surat South Gujarat Chapter along with CMA Dinesh Birla, Chairman WIRC inauguration of oral coaching batch of Bharuch Ankleshwar Chapter.

CMA Ashwin Dalwadi, CCM, CMA Ashish Bhavsar, RCM and CMA Malhar Dalwadi, Chairman of Ahmedabad Chapter along with other Managing Committee celebrated 10th anniversary of Chapter premises on 7th August 2021.

Pimpri Chinchwad Akurdi Chapter organised Covishield Vaccination for Members and Students from 16th August 2021.

The ICAI Pimpri-Chinchwad-Akurdi Chapter is pleased to announce Sport Event on 11th, 12th, 18th & 26th September 2021



FROM THE DESK OF CHAIRMAN

Dear Professional Colleagues,

"Success doesn't come from what we do occasionally, it comes from what we do consistently".

Our efforts should be consistent in the areas of our interest.

I convey my greetings & regards to all seniors & our gurus who have guided us in the development of CMA Profession on the occasion of Teacher's Day being celebrated on 5th September every year.

I would like to update on activities at WIRC during the month:

- Webinar on Draft Valuer Bill: Professional opportunity jointly with The ICAI Nasik-Ojhar Chapter on 21st August 2021. CMA Harshad Deshpande, Immediate Past Chairman WIRC-ICAI & Registered Valuer & Insolvency Professional was the speaker.
- Revision lectures for October 2021 Examination for Foundation, Intermediate and Final were conducted. Good number of Students attended these lectures.
- During the month WIRC conducted Career Awareness Programmes in the following Colleges in Mumbai.
  - Lilavati Lalji Dayal High School & College of Commerce, Girgaon – 31st July 2021
  - Clara's College of Commerce, Andheri – 3rd August 2021
  - Suman Education Society L. N. College of Commerce & Science, Borivli– 12th August 2021
  - Ghanshyamdas Saraf College of Arts and Commerce, Malad – 14th August 2021
  - Model College Dombivli, Thane – 17th August 2021
- Felicitation Function was organized for Final Pass Students in December 2019 & December 2020 (at Mumbai Centers) on 3rd September, 2021 & Intermediate Pass Students in December 2019 & December 2020 Examinations (at Mumbai Centers) on 4th September 2021. CMA Debasish Mitra, CCM-ICAI & CMA Kalpesh Mody, Head – Legal, Compliance and Company Secretary and the Chief Financial Officer (CFO) at STCI Primary Dealer Limited were the Chief Guest. CMA Harshad Deshpande, Immediate Past Chairman & Chairman P.D. Committee, WIRC & CMA Arindam Goswami, Chairman, Students Members Coordination Committee WIRC were present on the occasion. Good number of students attended above programmes. It will boost Morales of our young students & members.
- I had opportunity to meet Mayor of Surat City Ms. Hemali Boghawala on 28th August 2021 along with CMA Nanty Shah, Chairman Surat Chapter & other Managing Committee Members and briefed her about our profession & recent activities of Surat chapter.
- I also met The Southern Gujarat Chamber of Commerce President Mr. Ashish Gujarati and had discussion about possible future joint activities with WIRC of ICAI & Surat South Gujarat Chapter.
- I also attended Members meet, Felicitation & CEP Programmes at Surat Chapter. CEP Programme was held physically on topic of Stock Audit. CMA Fenil Shah & CMA Gopal Dhakan were the eminent speakers. It was attended by good number of members & students.
- I had opportunity to felicitate CMA Brijesh Mali past chairman of Surat Chapter & presently CFO of Urban Ring Road Development Corporation Ltd. SPV of SMC & SUDA (Under Govt. of Gujarat). CMA Nanty Shah, Chairman & CMA Bhanwarlal Gurjar, Vice Chairman Surat Chapter were also present on this occasion.
- I also visited Bharuch-Ankleshwar Chapter on 29th August 2021 to inaugurate Oral Coaching Classes for December 2021 Batch. I had opportunity to interact with Members and students of the chapter on professional matters. CMA R. A. Mehta, Chairman Bharuch-Ankleshwar Chapter & CMA S. N. Mundra & CMA A. R. Patel Manging Committee members were also present on this occasion.

We have finalised our various Committees & Task Forces for 2021-22 with a focus on all-round Professional Development. Details are there in this bulletin.

We will await valuable suggestions from our esteemed members on professional matters.

I wish happy Ganesh Chaturthi and Michhami Dukkadam to all members and students.

With Best Wishes,

CMA Dinesh Kumar Birla

Chairman, ICAI-WIRC

WESTERN INDIA REGIONAL COUNCIL OF THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

Rohit Chambers, 4th Floor, Mumbai 400 001.

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(Chairman, WIRC will be permament Invitee in all the Committees, Task Force, etc.)

Project Cost Management : An Overview of Concept, Techniques and Process

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What is Project Cost Management?

Project cost management is the process of estimating, budgeting and controlling costs throughout the project life cycle, with the objective of keeping expenditures within the approved budget. Beginning with estimating, a vital tool in PCM, actual historical data is used to accurately plan all aspects of the project. As the project continues, job control uses data from the estimate with the information reported from the field to measure the cost and production in the project. From project initiation to completion, project cost management has an objective to simplify and cheapen the project experience.

For a project to be called successful, it's necessary that

- it delivers on the requirements and scope
- its execution quality is of a high standard
- it's completed within schedule and
- it's completed within budget.

Project Cost is the total funds needed to complete the project or work that consists of a Direct Cost and Indirect Cost. The Project Costs are any expenditures made or estimated to be made, or monetary obligations incurred or estimated to be incurred to complete the project which are listed in a project baseline. Hence, project cost management is one of the key pillars of project management and is relevant regardless of the domain, be it manufacturing, retail, technology, construction and so on. It helps to create a financial baseline against which project managers can benchmark the current status of their project costs and realign the direction if needed.

Calculating Total Project Cost (TPC) is a vital step for any project. TPC should include all the costs (fixed and variable) of the project. The calculation should include total estimated cost (TEC) and other project costs (OPC). I.e., it includes but not limited to activities Costs such as pre-planning, feasibility, operating cost, commissioning, risk analysis, contingency, design, development, maintenance etc.

Steps in Project Cost Management

While cost management is viewed as a continuous process, it helps to split the function into four steps: resource planning, estimation, budgeting and control. They are mostly sequential, but it's possible that some resource changes happen midway through the project, forcing the budgets to be adjusted. Or, the variances observed during the control process can call for estimate revisions. Let us look at each of these four steps in detail.

1. **Project Resource Planning :** Resource planning is the process of identifying the resources required to execute a project and take it to completion. Examples of resources are people (such as employees and contractors) and equipment (such as infrastructure, large construction vehicles and other specialized equipment in limited supply). Resource planning is done at the beginning of a project, before any actual work begins. To get started, project managers first need to have the work-breakdown structure (WBS) ready. They need to look at each subtask in the WBS and ask how many people, with what kind of skills are needed to finish this task, and what sort of equipment or material is required to finish this task?

By adopting this task-level approach, it becomes possible for project managers to come up with an accurate and complete inventory of all resources, which is then fed as an input into the next step of estimating costs. A few tips to consider during the process:

- **Consider historical data** : past schedules and effort—before determining sub-tasks and the corresponding resources.
- **Take feedback from team members:** a collaborative approach works well especially in projects that do not have past data to use.
- **Assess the impact of time on resource requirements:** For instance, a resource may be available only after a few months, dragging the project's schedule. This could have an impact on cost estimation.
- **Account for ground realities :** For example, you may identify the need for a resource with certain expertise, but if such a resource is not available within the organization, you have to consider hiring a contractor or training your team to get them up to speed. All these real variables impact cost management.

2. **Cost Estimation :** Cost estimation is the process of quantifying the costs associated with all the resources required to execute the project. To perform cost calculations, we need the following information:

- Resource requirements (output from the previous step)
- Price of each resource (e.g., staffing cost per hour, vendor hiring costs, server procurement costs, material rates per unit, etc.)
- Duration that each resource is required
- List of assumptions
- Potential risks
- Past project costs and industry benchmarks, if any

- Insight into the company's financial health and reporting structures

Estimation is arguably the most difficult of the steps involved in cost management as accuracy is the key here. Also, project managers have to consider factors such as fixed and variable costs, overheads, inflation and the time value of money. The greater the deviation between estimation and actual costs, the less likely it is for a project to succeed. However, there are many estimation models to choose from. Analogous estimation is a good choice if you have plenty of historical cost data from similar projects. Some organizations prefer mathematical approaches such as parametric modeling or program evaluation and review technique (PERT).

Then there is the choice between employing a top-down versus bottom-up approach. Top-down typically works when past costing data are available. In this, project managers usually have experience executing similar projects and can therefore take a good call. Bottom-up works for projects in which organizations do not have a lot of experience with, and, therefore, it makes sense to calculate a cost estimate at a task-level and then roll it up to the top.

There are three effective cost estimating methods which can be used to calculate project cost.

- **Parametric Estimation:** This estimation uses the historical data to calculate the cost estimation. Most of the time this estimation works well as it's based on the real data and saves lots of time. Eg: In a construction project, how much cost spent per square feet in the same locality for a similar project, would help to calculate the cost estimation for the new project.
- **Bottom-up approach:** Bottom-up approach otherwise called as definitive technique is all about breaking up all the activities of the project to the micro level and do the cost estimation. This is the most accurate method to calculate the cost estimation. However might be time-consuming and a costly technique.
- **Three-point Estimation:** This estimation is commonly called as PERT (Program Evolution and Review Technique). It includes all the possibilities, assumptions and uncertainties in cost estimation. They are,
  - Most Likely cost (Cm): It refers the regular case where everything goes well.
  - Pessimistic Cost (Cp): It refers the worst case where everything goes against the plan.
  - Optimistic Cost (Co): It refers to the scenario where everything works better than planned.

  PERT formula is Expected cost = (Co+ Cp+4 Cm)/6 .

This method is considered as a best and accurate method to calculate the project cost estimation.

Cost Estimation as a Decision Enabler

It's useful to remember that cost estimation is done at the planning stage and, therefore, everything is not yet set in stone. In many cases, project teams come up with multiple solutions for a project, and cost estimation helps them decide which way to go. There are many costing methodologies, such as activity-based costing, job costing, and lifecycle costing that help perform this comparative analysis.

Lifecycle costing, for instance, considers the complete end-to-end lifecycle of a project. In IT projects, for example, maintenance costs are often ignored, but lifecycle costing looks long-term and accounts for resource usage until the end of the cycle. Similarly, in manufacturing projects, the goal is to minimize future service costs and replacement charges. Sometimes the estimation process also allows teams to evaluate and reduce costs. Value engineering, for example, helps to gain the optimal value from a project while bringing costs down.

Importance of identifying risks:

While discussing cost estimation precisely at the beginning of the project, it's also important to identify all the possible risks at the beginning of the project itself. Most of the times only these unidentified risks cause project failure. Risks cause lots of issues and resolving issues needs money. Not only money might need more time and scope expansion. Hence project manager has to involve the project team and experts to identify all the risks at the initial stage itself.

3. **Project Cost Budgeting :** Cost budgeting can be viewed as part of estimation or as its own separate process. Budgeting is the process of allocating costs to a certain chunk of the project, such as individual tasks or modules, for a specific time period. Budgets include contingency reserves allocated to manage unexpected costs. Budgeting creates a cost baseline against which we can continue to measure and evaluate the project cost performance. If not for the budget, the total estimated cost would remain an abstract figure, and it would be difficult to measure midway. Evaluation of project performance gives an opportunity to assess how much budget needs to be released for future phases of the project. Another reason to firm up budgets is that organizations often rely on expected future cash flows for their funding. During the initial phases, the project manager has a limited financial pool and has to set targets accordingly. It's similar to building the foundation and one floor of the house in the initial few months and later completing the rest of the project, as you save more.

To determine the cost budget, consider the following techniques:

- **Cost aggregation:** requires you to aggregate or combine costs from an activity level to a work package level. The final sum of the cost estimates is applied to the cost baseline.
- **Reserve analysis:** requires you to create a buffer or reserve to protect against cost overruns. The degree of protection should be equivalent to the risk foreseen in the project. The buffer is part of the project budget, but not included in the project baseline.
- **Historical data:** requires you to think about estimates from closed projects to determine the budget of the new project. This is very similar to analogous estimation described earlier.
- Funding limit reconciliation: requires you to adhere to the constraints imposed by the funding limit. The

funding limit is based on the limited amount of cash dedicated to your project. To avoid large variations in the expenditure of project funds, you may need to revise the project schedule or the use of project resources.

4. **Project Cost Control :** Cost control is the process of measuring cost variances from the baseline and taking appropriate action, such as increasing the budget allocated or reducing the scope of work, to correct that gap. Cost control is a continuous process done throughout the project lifecycle. The emphasis here is as much on timely and clear reporting as measuring. Along with the cost baseline, the cost management plan is an essential input for cost control. This plan contains details such as how project performance will be measured, what is the threshold for deviations, what actions will be done if the threshold is breached, and the list of people and roles who have the executive authority to make decisions.

To effectively control project costs, consider these tools and techniques:

- **Earned value management:** uses a set of formulas to help measure the progress of a project against the plan.
- **Forecasting:** uses the current financial situation to project future costs. The forecast is based on budgeted cost, total estimated cost, cost commitments, cost to date, and any over or under budgeted costs.
- **To-complete performance index (TCPI):** represents the level of project performance that future work needs to be implemented to meet the budget.
- **Variance analysis:** involves analyzing the difference or variance between the budgeted costs and the actual costs to indicate whether the project is on budget.
- **Performance reviews:** used to check the health of a project. Includes an analysis of project costs, schedule, scope, quality, and team morale. By learning how to estimate costs, determine budgets, and control costs, you can be a better project manager and leader. Effective cost management will help you get projects done on time and under budget, the golden ticket for any successful project manager

Cost Management Plan Outline

A cost management plan sounds simple. It's an outline of the cost estimation for the project but that includes all allocations and how the project manager will control those costs to bring the project in as budgeted. The following are key considerations for an effective cost management plan:

- Precision and accuracy is important, especially if you're rounding numbers, which might seem insignificant but can result in a deviation of cost estimates on projects big and small. It is critical that your figures be as precise and accurate as possible.
- You'll also want to define the units of measurement, because size matters and can make a big difference in your cost estimation.
- Know the cost variations and where you have wiggle room and where you don't—this is called control thresholds.
- Establish how the project performance will be measured in order to see if you're meeting the goals and expectations of the project.
- You need to have a format to report your findings as you monitor the project's progress and present this data to your stakeholders.

Tips for Managing Project Cost

The following are some tips to keep in mind as you're working on managing your project costs.

- **Plan for Inflation:** Inflation is persistent phenomenon and any good budget takes this into account by allowing for a range of costs.
- **Account for Natural Disasters or Potential Events:** Expect the unexpected might sound silly, but you must have room in your budget for a weather event, personal issue or some other unknown that will delay the project.
- **Other Unexpected Costs:** Not all unexpected costs are random. There can be legal issues, penalties associated with the project or unexpected labor costs, all of which you can't budget for, but can prepare your budget for.
- **Track in Real-Time:** Having software to monitor the budget as you execute the project is key for managing costs. However, if you're looking at data that is not current, you won't be able to act swiftly enough to resolve issues. Therefore, you want to have software with real-time data tracking.
- **Respond Promptly:** Regardless of how you discover a discrepancy in your project cost, you must act immediately. The longer you wait, the more money is wasted.
- **Size does not matter:** Some people think smaller projects don't need project cost management. But small or large, you'll want to manage costs.

In order to best manage project costs, you have to know your project inside and out. The best way to do that is at the start of the project by creating a thorough project charter.

Conclusion

By implementing efficient cost management practices, project managers can : Set clear expectations with stakeholders, Control scope creep due to transparencies established with the customer, Track progress and respond with corrective action at a quick pace, Maintain expected margin, increase ROI, and avoid losing money on the project, Generate data to benchmark for future projects and track long-term cost trends.

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Role of CMA – Infrastructure Project

Exemplar - Construction of Coal Fired Thermal Power Project

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Introduction:

Infrastructure sector holds a crucial role in the Economic development of a country. Infrastructure Sector (IS) is very extensive, largely as mentioned below:-(Ref: Schedule-VI, Companies Act, 2013)

1. Transportation:
   a. Roadways including bridges, tunnels,
   b. Railways including Metro Rail
   c. Ports & Airports including Waterways
2. Energy:
   d. Power Generation
   e. Electricity Transmission and Distribution including Grids
   f. Oil & Gas including its Pipelines, Liquification and re-gasification
3. Social:
   g. Hospitals
   h. School
   i. Rural & Urban development including Smart City
4. Others:
   j. Water supply and sanitation/ sewers, solid waste
   k. Telecommunications including internet connectivity, satellite service
   l. Metal & Ore Production / Mining
   m. Irrigation including storing facilities
   n. Real estate development, housing including Parks & Industrial Parks, Economic Zones

In spite of numerous opportunities for an Organisation to grow in this sector, unfortunately most of the Indian Infrastructure companies are bleeding today. The fundamental reason for such bad performance is due to Cost Overrun, Extended Gestation Period and Poor Project Monitoring.

In this context, CMA has a very important role to play in the full Project Life Cycle through cost monitoring and by keeping proper records and highlighting the same promptly and in time.

Infrastructure company can be viewed mainly from three angles,

a) as an owner Company of the Infrastructure Project, where total project cost will be capitalized in its' books of accounts as Property, plant & equipment (PPE)-Ind_AS16

b) as Build-operate & transfer (BOT) / Build-own-operate & transfer (BOOT) mainly under Government grants (Ind_AS20) / Service Concession (Ind_AS115), where total project cost will be capitalized in its' books of accounts as either Intangible Assets-Ind_AS38 or Financial Assets-Ind_AS109

c) as an executioner of IS Project, Engineering, Procurement and Construction (EPC) - Turnkey Project Company, where the project cost and the consideration received is accounted as "Revenue from Contracts with Customers"– Ind_AS115 (effective from 1st April 2018 replacing Ind_AS11 & Ind_AS18).

(It is presumed that the companies are listed company)

Merely book keeping, complying with Accounting Standards and preparation of auditable statements of accounts will not help much for Project Controlling without thorough end-to-end vision, passion and absolute involvement throughout project life cycle and project capitalization. A CMA with an adequate technical knowledge, appropriate commercial understanding, analytical mind, sufficient knowledge in ERP, good presentation skill has an effective role in successful implementation of the project, because the project in-charge gives more emphasis on interpreting accounting information for the purpose of project management.

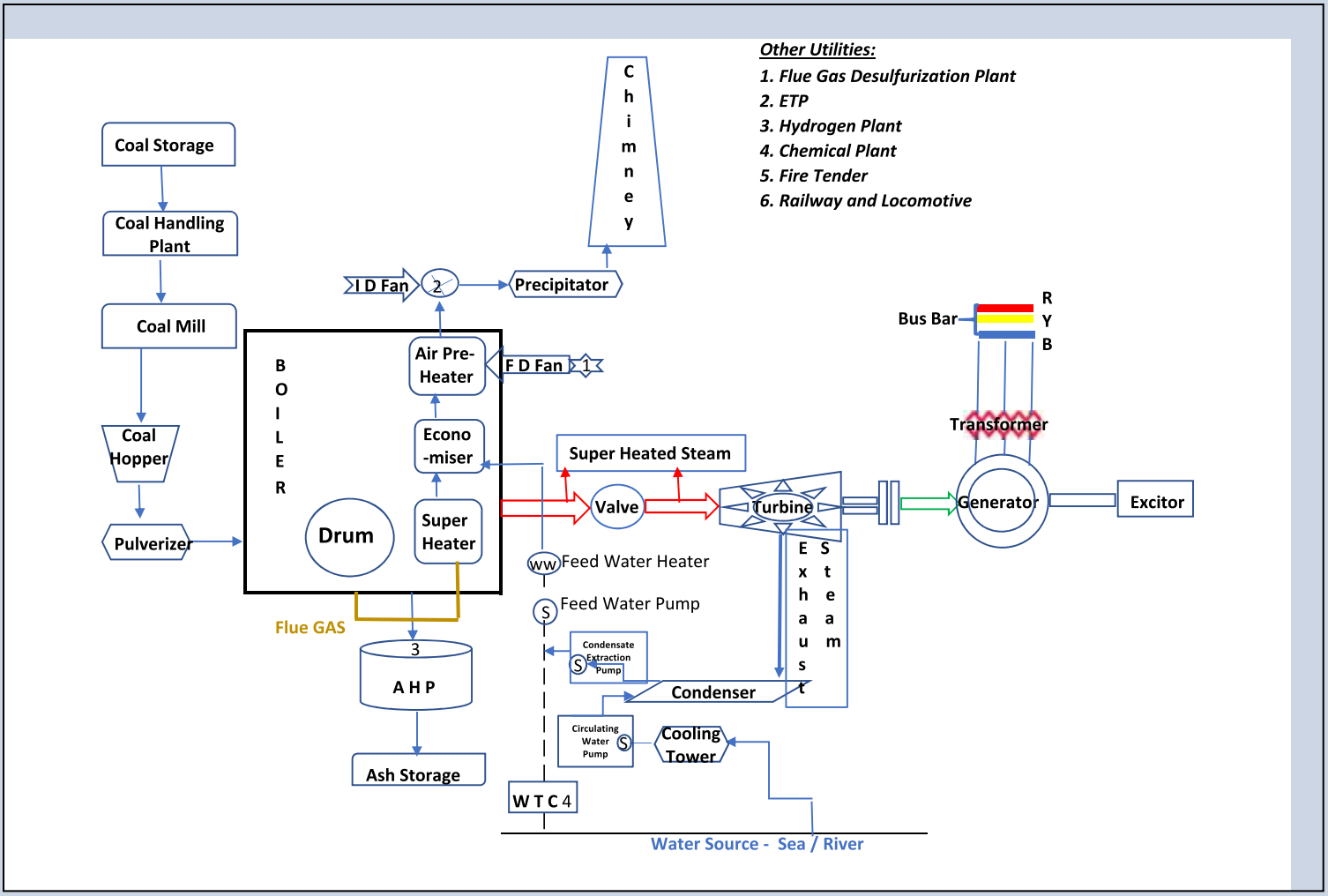
Illustrative role of a CMA in construction of xxx-Mw-Coal Fired Thermal Power Project (say ABC Ltd)

Coal Fired Thermal Power Project is a mammoth task and here we will discuss the role of a CMA briefly and will highlight the basic areas where a CMA can contribute. Here, xxx-Mw (Megawatt)= Capacity of the plant - 500-Mw/600-Mw etc. and ABC Ltd, the name of the Company.

Working of a Coal Fired Thermal Power Plant (CFTPP) in brief:

CFTPP operates by converting heat energy – (by burning coal-Fossil fuel) to electrical energy. The heat that is produced converts water into super-heated steam in a Boiler. Super-heated steam (high energy state) subsequently passes through Turbine which in turn rotates Generator to produce electricity. The exhausted steam coming out of Turbine is condensed through a condenser and is recycled to boiler for regaining high energy state to repeat the process.

Schematic diagram of a Coal Fired Thermal Power Station:



1. F D Fan = Forced Draught Fan
2. I D Fan = Induced Draught Fan
3. A H P = Ash Handling Plant
4. W T C = Water Treatment Chamber

(The purpose of describing the above is to manifest the level of technical knowledge a CMA should gather about the project)

Stages in the Project Life Cycle & Capitalisation - the role of a CMA

1. **Initiating**
2. **Planning**
3. **Executing & Controlling**
4. **Project Closing**
5. **Capitalisation**

We will briefly discuss, the role of a CMA in a CFTPP as an owner Company from Planning stage to Project Closing Stage (Stage 2 to 4) using SAP – Project System (PS). SAP-PS is a very powerful module to manage the project life cycle starting from Planning2 - Execution & Controlling3 to Project Closing4 and Asset Management (AM) Module for Capitalisation.

2. Planning

A. Creation of Work Break Down Structure (WBS) in PS: Success of project planning, controlling & performance depends on proper creation of WBS in PS. It requires a deep thought process & dedicated involvement of the vital technical persons in the project. A CMA should be in the Project Management Body of Knowledge who will formulate WBS of the project.

A CMA should insist on creating WBS into its lowest possible level (called WBS-Element-WBSE) so as to assign one activity to one WBSE, which will not only help for cost accounting but also will help in cross reference matrix mapping for project monitoring.

It will also help a CMA while capitalising the project in to its component level- (component accounting) instead of macro equipment level.

Probable WBS of a CFTPP:

Referring the Schematic diagram shown above, it can be mainly divided in to two macro level bifurcation, one is "Boiler, Turbine & Generator" (BTG) -the main plant and other is "Balance of Plant" (BOP). Further break up logic of BTG for WBS creation can be recommended as follows: -

For Supply of BTG:

No. of Project object: ABC							
	Level-1	Level-2	Level-3	Level-4	Project object	Step down WBS	Activity
	ABC-600 Mw TPP				ABC-TPP-PROJECT		
		BTG Supply Part			ABC-BTG-SUP		
			BOILER		ABC-BTG-SUP-BLR		
				Boiler Drum	ABC-BLR-BLRDRM	----------	----------
				Water walls and Header	ABC-BLR-WWNHDR	----------	----------
				Economizer	ABC-BLR-ECONOM	----------	----------
				Superheater	ABC-BLR-SUPHTR	----------	----------
				Preheater	ABC-BLR-REHTER	----------	----------
				Steel Structure	ABC-BLR-STLSTR	----------	----------
				Refractories	ABC-BLR-REFRAC	----------	----------
				Boiler Hanger	ABC-BLR-BLRHNG	----------	----------
				Others of boiler	ABC-BLR-OTHBLR	----------	----------
				ID Fans	ABC-BLR-SUP-IDF	----------	----------
				FD Fans	ABC-BLR-SUP-FDF	----------	----------
			TURBINE		ABC-BTG-TRB-SUP		
				LP casing and bearing	ABC-TRB-LPC	----------	----------
				HP/IP casing and bearing	ABC-TRB-HPC	----------	----------
				LP rotor	ABC-TRB-LPR	----------	----------
				HP/IP rotor	ABC-TRB-HPR	----------	----------
				Turbine Lube Oil	ABC-TRB-TLO	----------	----------
				Gland steam cooler system	ABC-TRB-GSC	----------	----------
				Turning gear & hand barring facility	ABC-TRB-TGB	----------	----------
				Others of Turbine	ABC-TRB-OTHTRB	----------	----------
			GENERATOR		ABC-BTG-GEN-SUP		
				Stator / bearing system	ABC-GEN-STB	----------	----------
				Rotor system	ABC-GEN-RTS	----------	----------
				Hydrogen/oil and water system	ABC-GEN-HWS	----------	----------
				Generator & Exciter complete	ABC-GEN-GES	----------	----------
				Others of generator	ABC-GEN-OFG	----------	----------

For Services from Supplier and Erection Contract of BTG:

	Level-1	Level-2	Level-3	Level-4	Project object	Step down WBS	Activity
		Services from BTG-Supply			ABC-BTG-SER		
			BOILER	Services from Supplier - Boiler	ABC-BLR-SER	----------	----------
			TURBINE	Services from Supplier - Turbine	ABC-TRB-SER	----------	----------
			GENERATOR	Services from Supplier - Generator	ABC-GEN-SER	----------	----------
		Taxes, Duties & Others for BTG-Supply & Services			ABC-BTG-TND		
			BTG	Construction Insurance	ABC-BTG-SER-CIN	----------	----------
			BTG	Inland Freight	ABC-BTG-SER-ILF	----------	----------
			BTG	Third party inspection	ABC-BTG-SER-TPI	----------	----------
			BTG	Others	ABC-BTG-SER-OTHRS	----------	----------
		BTG-Erection Contract			ABC-BTG-ERC		
			BOILER	Erection Contract - Boiler	ABC-BLR-ERC	----------	----------
			TURBINE	Erection Contract - Turbine	ABC-TRB-ERC	----------	----------
			GENERATOR	Erection Contract - Generator	ABC-GEN-ERC	----------	----------

Similar logic can be applied for other Utility and BOP Plants - Coal Handling Plant, Coal Mill, Water Treatment Plant, Condenser, Ash Handling Plant, Flue Gas Desulfurization Plant, Effluent Treatment Plant (ETP), Hydrogen Plant, Chemical Plant, Railway siding and Locomotives, Fire Tender, Switch Yard (Bus Bar) etc. Step down WBS is further break up of Level-4 in to minuscule constituent where the cost to be captured. [in the above Structure "Step down WBS" may be considered as final WBSE]

B. Project Management Plan: Assigning activities# and to establish relationship* between the activities under each WBSE is highly technical and absolutely complicated. A group of highly experienced, technical person (including SAP core team for PS & FI Module) can only successfully design the activities and establish relationship among them and assign milestones@ to activities for documenting the events that are particularly important for the progress of the project.

Here a CMA has no role to play, however the CMA should understand the process end to end to enable its future reporting with financial implications. A technical person will report only the technical progress (like Gantt Chart, PERT Chart etc.) in quantitative terms during project execution, but a CMA will add value by giving flavour of financial implications too.

Following are the Activities (example):

Activities attached to WBSE

WBSE	Activity							
Boiler Drum								
Engineering	A	B	C	D	E	F	G	H
Erection	M	N	O	P	Q	R	S	T
Assembly	1	2	3	4	5	6	7	8

Further granular activity associated with each activity as mentioned above is to plan the contractor, labour, materials, tools, and services required to carry out each task.

*Relationship between the activities:

1. An activity will not start until the preceding activity is not finished – FS relation (Finish-Start)
2. An activity will not start unless another activity has started – SS relation (Start-Start)
3. An activity will not finish until another activity has not been finished - FF relation (Finish-Finish)
4. An activity will not finish until another succeeding activity has started – SF relation (Start-Finish)

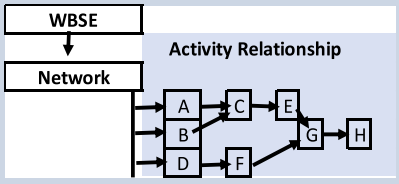
   @While establishing the relation it is required to specify start date/ time and finish date/ time.

Activities are created under Network. A network maps individual aspects of a project activities that are linked to each other via relationships. In short, a network represents the flow of a project or task within a project.

The activity & relationship as mentioned above can be summarised as below:

Example WBSE - Engineering

Activity	Day	$IP
A	4	-
B	3	-
C	5	A,B
D	1	
E	5	C
F	2	D
G	5	E,F
H	6	G



IP = Immediate Predecessors

C. Budgeting: Unlike normal operating budget, project budget cannot be so sacrosanct. For a massive project like construction of a CFTPP, it is impossible to anticipate some unforeseen events, hence it is required to keep some provisions as contingencies. It is required to estimate the cost of each activity (having substance) and consolidate them to formulate the whole project budget.

   Role of a CMA is very important while formulating budget. A CMA can convert the activities prepared by technical person in the "Project Management Plan" into Jobs and prepare Job costing individually for each such activity, with rational estimation of material, labour, overhead and other related cost. Each such job cost sheet should be attached with the related activity in the system as repository. Wherever possible, the cost sheets may be broken in to variable and fixed costs for better monitoring and reporting.

   The budget should be uploaded in the SAP-PS after getting proper approval from the authorities before initiating the execution. In this type of project some activities are required to be initiated before formulating structured budget. This type of expenses can be captured in WBS by creating WBSE under category of "Pre-Operative Expenses".

   A CMA should bridge the schedule of requirement of cash flow with the project finance team based on the budgeted scheduling of the various activities and the terms of the payment to Vendors, Suppliers and Contractors.

D. Verification of Terms & Conditions with Suppliers & Contractors before issuing the Purchase Orders: CFTPP is a special type of project and the suppliers of the equipment is few like BHEL. Similarly, the availability of specialised erection contractors (EPC Company) is also limited. Generally, in such projects the major Suppliers, Vendors and Erection Contractors are pre-determined. The price negotiation is done by the Purchasing group.

   Here a CMA has to:

   a. Thoroughly check the terms and conditions of the contract regarding payments, deliverables and its penalty clauses.
   b. Study the implications of indirect taxation in depth and suggest the best option to get maximum benefits of the taxation mainly in case of erection contractors.
   c. Generally, Suppliers and Contractors are not in favour of giving billing breakups as per the WBSE, as they do not want to disclose their hidden profits. A CMA has to convince them giving the reason for requirement of such break ups.
   d. Check the WBSE /Activity selected while creating the Purchase Requisitions / Purchase orders (PR/ PO) through Material Management Module (MM) of SAP. A release order in SAP-MM can be created for mandatory check of the correctness of selection of WBSE / Activity for each PR/PO by a CMA. Exceptions can be given for purchasing of low value consumables.

3. Executing & Controling

A. Project execution is the stage where whole team does the actual work and the controls are in place to make sure that no much deviations from the original plan and

Key Performance Indicators. The whole success story of a project predominantly depends upon how execution and controlling has been done.

Here is the acid test for a CMA who has to show a bigger picture other than booking day to day transactions, accounts payable activity, inventory records and compliance checker. A CMA needs to emphasis on whether the project is on track within its budget. Primary intention of a CMA with respect to project control is to identify the deviations from original plan, its financial impact and highlight those in time.

A CMA can generate various reports during Project Execution and Controlling which is of immense importance to a project manager. Earn Value Analysis (EVA) is an important tool for calculating project status with more logical conclusion. Comparing planned cost with actual cost may lead to wrong conclusion if actual progress is not considered. Based on the basic parameters of budgeted and actual cost it can derive different key figures to assess the cost and schedule performance of an activity.

Applying EVA tool, a CMA can high light the status of an activity:

- On schedule, ahead of schedule or behind schedule
- Cost over or under budget

Example: Status of an activity on a particular date and time and its analysis:

(a simple hypothetical example has been considered to understand the concept of EVA as below)

Basic information:

Amt. in Rs.

Illustration of a Job/ Activity Status Report				
Factor	Budgeted Cost (BC)	Cost Booked and Provisions (AC)	% Budgeted Completion	% Actual Completion
Material	80,500	64,400	80%	80%
Labour	65,250	44,631	80%	65%
Subcontracts	1,15,150	81,181	75%	60%
Equipment	5,75,500	5,52,480	100%	100%
Other	75,000	37,500	50%	55%
Total	**9,11,400**	**7,80,192**		

Analysis of the above based on percentage of completion:

a.

Amt. in Rs.

Illustration of a Job/ Activity Status Report					
Factor	Planned Value (PV)	Earned Value (EV)	Schedule Variance (SV= EV-PV)	Schedule Performance Index (SPI=EV/PV)	Remarks on SPI
Material	64,400	64,400	0	1.00	On Plan
Labour	52,200	42,413	-9,788	0.81	< Plan
Subcontracts	86,363	69,090	-17,273	0.80	< Plan
Equipment	5,75,500	5,46,725	-28,775	0.95	< Plan
Other	37,500	41,250	3,750	1.10	> Plan
Total	**8,15,963**	**7,63,878**			

b.

Amt. in Rs.

Illustration of a Job/ Activity Status Report					
Factor	Cost Variance (CV=EV-AC)	Cost Performance Index (CPI=EV/ AC)	Remarks on CPI	Estimate at Completion (EAC=BC/CPI)	If the Variance not likely to continue {EAC= AC+(BC-EV)}
Material	0	1.00	On Plan	80,500	80,500
Labour	-2,219	0.95	> Plan	68,663	67,469
Subcontracts	-12,091	0.85	> Plan	1,35,301	1,27,241
Equipment	-5,755	0.99	> Plan	5,81,558	5,81,255
Other	3,750	1.10	< Plan	68,182	71,250
Total				**9,34,204**	**9,27,714**

c. Further analysis:

i. Estimate to complete the activity ETC=EAC-AC

ii. Variance at Completion VAC=BC-EAC

iii. Required CPI that would be required to finish the activity within budget

TCPI=(BC-EV)/(BC-AC)

Amt. in Rs.

Illustration of a Job/ Activity Status Report					
Factor	ETC	Revised Cost (RC)	VAC	TCPI	Remarks
Material	16,100	80,500	0	100%	Normal performance
Labour	24,032	68,663	-3,413	111%	11% extra perf. required
Subcontracts	54,121	1,35,301	-20,151	136%	36% extra perf. required
Equipment	29,078	5,81,558	-6,058	125%	
Other	30,682	68,182	6,818	90%	Good performance
Total	**1,54,012**	**9,34,204**	**-22,804**		*perf.=performance

Based on the above performance following actions/ conclusions are evolved out:

i) A CMA needs to revisit the terms of contracts with labour supplier/ subcontractor, and impose penalty for underperformance by labour supplier/ subcontractor.

ii) Equipment cost was underestimated while formulating the budget. Reason for deviation can be highlighted and to check whether the difference can be adjusted with the contingency provided.

iii) In the Table- a, above SPI >1 does not necessarily always mean it is well within Plan/ Schedule. It can happen that more work is accomplished in non-critical path, which is not desirable. A CMA has to see whether the work done is as per the Critical Path though it may be apparently ahead of schedule.

SAP-EVA linked with SAP-PS will help to generate all the required data as discussed above. Applying the tool, a CMA can arrive overall project status. EVA is a very common and established tools for managing a project. It may need support of other mathematical derivation and statistical application to arrive a logical conclusion.

B. Some other important roles of a CMA during project execution:

a. Coordination with Project Finance team for timely availability of cash to run the project activities. Produce estimated monthly cash requirement statement with detailed break up compared with the budgeted figures, to finance department well in time. The reason for variance of actual with the budget also to be provided.

b. Salary capitalisation: Ind_AS16 states that "any cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management". Hence, cost of employee benefits (Ind_AS19) for the employees who are directly associated with the project should be capitalised.

A separate WBSE named "Employee Cost" (say project object ABC-EMP-EXP) can be created. A CMA should identify the employees who are directly associated with the project other that administrative and accounts personnel. The WBSE "ABC-EMP-EXP" as created should be assigned in SAP-HR module against those selected employees, so that every month at the time of salary posting those expenses will be booked in the required WBSE through SAP-FI module.

Since, the employee benefits include i) paid leave, ii) bonus/ incentive, iii) retirement benefit (PF, Gratuity) needs to be considered in Salary cost capitalization. An extra proportionate JV (through SAP-FI) to be passed every month, along with the salary (expenses) posting through SAP-HR.

A CMA should instruct the respective technical heads to maintain a daily time sheet of their employees mentioning the corresponding WBSE. Based on the time sheet the expense booked under WBSE - "ABC-EMP-EXP" to be transferred to right WBSE (say project object ABC-BLR-EMP-EXP, ABC-TRB-EMP-EXP etc.) each month. For that a standard JV format can be used to upload in SAP-FI. Otherwise, some rational mechanism can be developed to capture and allocate Salary Expenses.

c. Capitalisation of Interest on Borrowing Cost: Ind_AS23 allows capitalization of "borrowing cost that are directly attributable to the acquisition, construction or production of a qualified asset from part of the cost of that asset". The arrangement of borrowings from banks / consortium bank may split into various segment of the full project. The loan disbursed depends on the progress of that specific segment of the project. A separate WBSE named "Interest on Borrowing Cost" -(IOBC) can be created with respect to each WBSE (say project object ABC-BLR-IOBC, ABC-TRB-IOBC etc.). A CMA has to establish a relation between the loan and the WBSE, so as to track the interest on that specific loan to the proper WBSE. If the loan is not specific then the total interest on loan has to be allocated among the WBSEs. For that a common WBSE can be created say ABC-COMON-IOBC.

d. Other routine accounting work, various periodical reconciliations of accounts, Accounts Payable (AP), compliance with statutory payment like PF, ESIC, GST, TDS etc. is also a part of a CMA's responsibility as a project accountant. Settlement of Network & WBS (called "Automatic Settlement" -SAP Terminology) on daily basis and to check the Trial Balance (TB) whether all the expenses booked through various General Ledgers (GL) / Cost Element (in SAP it is called as "Chart of Accounts") has been transferred to Capital Work in Progress (CWIP), other than some expenses not allowed for capitalisation as per Ind_AS16.

4. Project Closing

After Commercial Operation date (COD) of the project, the role of a CMA remains with the project closing activities. Contract Closure is a process of arriving to the completion and settling the terms of all the contracts that arises during the project execution. Here a CMA has to review all the contracts and list out the items which are disputed and needs to resolve in near future. He has to ensure that all the expenses are booked and the provisions made are properly accounted.

To keep the soft copies of all the important documents of the project life cycle as a repository for future reference.

5. Capitalisation

Capitalisation of the whole project is also a massive task. The success of capitalisation is fully dependent on the WBS created and expenses booked in to the WBSE. There are some WBSE which individually cannot form an asset, those needs to be allocated to various other main WBSE based on rational and logical methodology. Before capitalisation it is required to ensure that all the allocations are properly made and only those WBSE which are to be capitalised carries costs. To start capitalisation proper assets are to be created in Asset Management (AM) of SAP in respective Asset Classes. Asset Class may be Freehold Land, Building Residential, Factory Building, Other Building, Plant & Machinery, Railway Siding, Office Equipment, Computers, Vehicles, Intangible Asset-Software etc. Here assets under assets class Office Equipment, Computers, Vehicles, Software may be accounted in AM directly by creating assets at the time of PR/PO instead of routing through WBSE. The depreciation of those assets may start earlier to the COD. While creating assets in AM the master data should contain:

1. Proper description of the asset.
2. Proper Cost Centre (cost centers are to be designed as per the way the management wanted to capture costs) for depreciation posting.
3. Asset Super Number, enables to fetch assets belonging to a particular operation, e.g components of a Boiler. Boiler may be the Super Asset of all its components like a. Boiler Drum, b. Water walls and Header, c. Economizer, d. Superheater, e. Preheater, f. Refractories, g. Boiler Hanger, h. ID Fans, i. FD Fans. Each such components may have different useful life.
4. **Proper Depreciation Key and Useful Life to be assigned which should be as per Schedule II of Companies Act, 2013.**

Assets thus created as above needs to be assigned in the settlement rule (SAP terminology) of the proper WBSE. After executing the settlement (called as "Final Settlement" -SAP Terminology), the capitalisation will take place by transferring the cost from respective WBSE (as CWIP) to Asset.

So, the role of a CMA is dual, as a project accountant - to comply with all accounting functions and projecting a view of how the project is tracking financially and as a management accountant - by advising the project team on the performance of the project execution and financial implications on the decisions taken for project executions.

To keep the Infrastructure Sector (IS) in top priority list, Government of India has given a highest emphasis in this sector by planning to invest Rs.102 lakh crore on IS during fiscal 2020 to 2025 mainly in Energy-24%, Roads-19%, Urban-16%, Railways-13% - totaling to-72%. Estimated grow at a CAGR of 7% for India's IS. Looking at the statistics of near future, there is a huge opportunity in IS and CMA should be ready to take the opportunity to express their ability to contribute in nation building – Aatma Nirbhar Bharat.

References

https://www.projectengineer.net

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Project Management in SAP-Project System

Felicitation Programme

WIRC has organized a Felicitation Programme for December 2019 & 2020 Final & Intermediate Pass Students from Mumbai on 3rd & 4th September, 2021 respectively at WIRC office.

CMA Debasish Mitra, CCM was the Chief Guest for the felicitation programme on 3rd September 2021 for Final passed students.

CMA Kalpesh Mody, Head –Legal, Compliance and Company Secretary and the Chief Financial Officer (CFO) at STCI Primary Dealer Limited. was the Chief Guest on 4th September for the Felicitation function for Intermediate passed students.

CMA Dinesh Kumar Birla, Chairman WIRC, CMA Harshad Deshpande, Immediate Past Chairman & Chairman P.D. Committee, WIRC & CMA Arindam Goswami, Chairman, Students Members Coordination Committee WIRC were present on the occasion

All the students present were felicitated by the dignitaries. Good number of students attended the programme.

Cost Control & Cost Savings - Infra Projects

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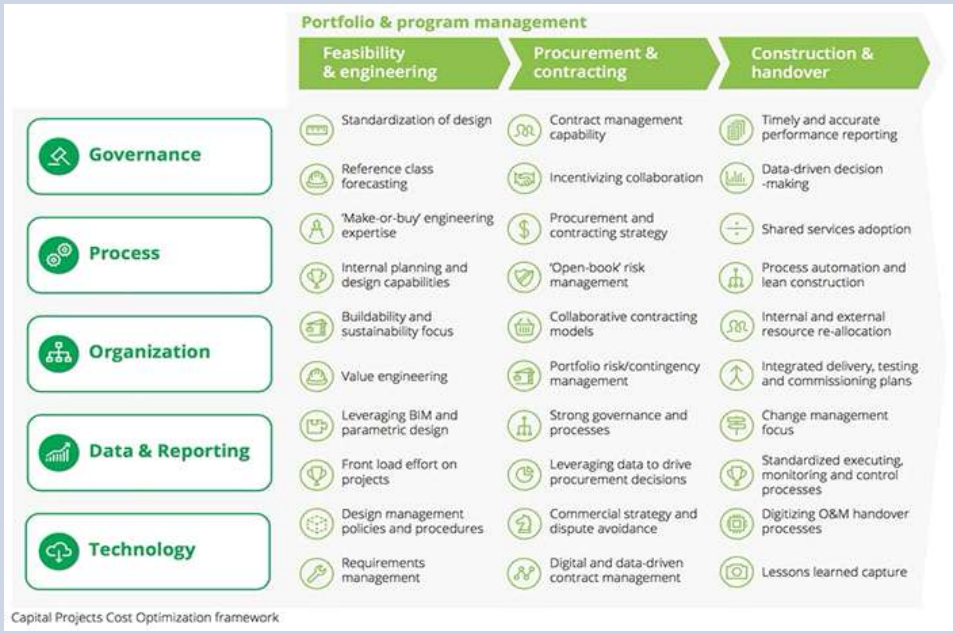
The construction industry is facing significant pressures. As a result of tightened liquidity in the private sector, reduced government spending, lower margins due to cost increases, new Regulations, and increased competition from all corners of the landscape, construction companies are looking to drive out cost in their capital projects.

Such transformations can be particularly challenging given the industry's structural deficiencies, which include inequitable risk allocation, adversarial contracts, late payments, scope changes and overruns. These issues are compounded by regional factors such as stress on contract prices, working capital and cash flow, and obviously the impact from the Covid-19 crisis.

What, then, should industry participants do to remain competitive, deliver value and remain profitable? The answer lies in identifying and removing waste and cost leakage across all aspects of project delivery functions.

Capital projects cost optimization framework

While measures such as renegotiating contracts and reducing headcount may alleviate cash flow pressure and reduce costs in the short term, they often do not result in sustainable long-term change and can negatively impact the delivery capability of organizations. For example, a reduction in headcount can be counterproductive, as capabilities are significantly reduced in key project management and control areas. Similarly, renegotiating contracts only delays inevitable disputes and causes disenfranchisement within the supply chain.



Capital Projects Cost Optimization framework

Cost inefficiencies can occur across the lifecycle of a capital project because of a poorly established and fragmented operating model. A more holistic approach to reducing capex delivery costs could therefore be followed, such as the use of a capital projects cost optimization framework. Such frameworks can identify up to 30 levers for cost efficiencies to be realized across the project lifecycle and throughout an organization's operating model.

Operating model

Experience in infrastructure and capital projects has confirmed that the most sustainable savings accrue by having the right target operating model as an enabler to continuously identify and remove waste throughout project and portfolio lifecycles.

Given the increased number of mega/giga and complex projects in the pipeline, there is an urgent need to build strong internal capability with which to manage projects to budget and drive the most value from the supply chain.

Organizations should look to optimize costs through considering the following within their operating model:

- Enabling quick and transparent decision-making through well-defined governance arrangements, and

fit-for-purpose reporting, to meet tight deadlines and satisfy audit requirements

- Placing collaboration at the center of procurement and contracting strategies and develop design and execution processes to reflect this approach
- Re-assessing the costs and benefits between in-house and outsourced capabilities and ensure organizational structures are tailored to best support project delivery
- Enhancing data management systems to improve clarity of project performance and support senior management making data-driven decisions
- Leveraging the right systems and technology to reduce operational costs and catalyze collaboration

Cost levers across the project lifecycle

With the right operating model in place, the benefits of tactical solutions and initiatives can be maximized across an organization's portfolio. In the short term, and particularly for poor performing projects, tactical interventions can still be implemented to drive cost out of projects as they progress through the lifecycle.

Feasibility and engineering

Experience shows that projects with inadequate front-end planning have a greater probability of incurring large cost overruns. During the early project phases, proposed specifications and design standards should be carefully assessed and challenged by project teams to ensure they satisfy user requirements, are buildable and provide the greatest value for money across the asset lifecycle.

Using collaborative and advanced digital technology for optioneering and multi-disciplinary design optimization (such as value engineering using BIM) can also facilitate the identification of cost-saving opportunities before (and during) construction.

Procurement and contracting

Developing a tailored program-wide procurement strategy that defines and optimizes procurement routes for individual project elements is a fundamental prerequisite for obtaining the best value from sourcing activities. This should take into consideration project-specific factors such as cost, schedule, quality, supplier relationships, risk allocation and management capability. Clients should place equal importance on establishing strong contract management capability to actively manage supplier performance while pro-actively avoiding engaging in expensive and resource-sapping disputes.

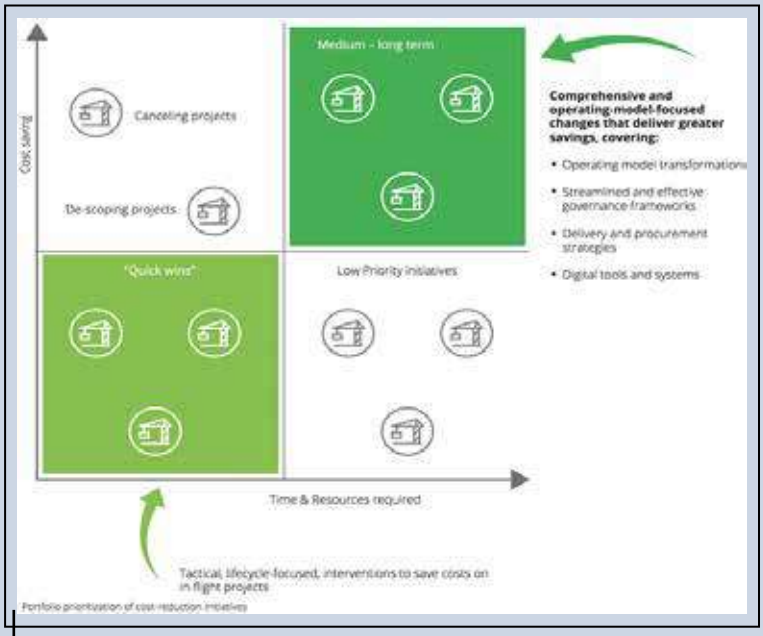
More collaborative procurement and contracting approaches, that encourage risk sharing and 'open-book' workshops for example, should also be considered, given their ability to deliver major cost savings.

Construction and handover

The application of lean construction management techniques can help to reduce resource wastage and streamline construction management processes. This includes the use of digital tools for simulating complex building processes, make-ready planning, and resource optimization. Organizations should incentivize the supply chain to use these principles and technologies during implementation to benefit from increased productivity and quality of execution.

Strong project controls processes and by-exception reporting that is accurate, timely and clear is essential in supporting decision-making to save costs on projects. Poor project controls practices on projects lead to a limited understanding of how a project is performing against plan, which in turn leads to delayed decision-making, ineffective governance and wasted capex.

As the project reaches the handover phase, having a structured and data-driven asset handover process is critical to eliminate inefficiencies during the commissioning and handover of assets and ultimately then in the maintenance of the assets for the owners.



Optimizing the capital projects portfolio

To secure long-term and sustainable cost savings, organizations should look for efficiencies in the way they operate to thrive in a challenging market. This should begin with the review and prioritization of projects within the portfolio to help understand where efficiencies can be made on live projects, as well as ensuring future projects are delivered as efficiently as possible.

A capital projects cost optimization framework can help organizations reduce capital expenditures throughout the project lifecycle in the short, medium, and long-term. By focusing on reducing waste and driving innovation throughout their target operating model, organizations can realize significant cost savings and position themselves for a profitable and successful future.

Project Cost Control in Power Sector

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Abstract

Two types of expenditure incurred by business for its operation i.e. Capital expenditure and revenue expenditure. Capital Expenditure is major outflow of funds, business can't avoid this but can control such expenditure with help of some cost control tools. In Power sector, huge amount of investment is required in power projects. Control of projects cost is big challenge for power sector because increase in project cost leads to increase in depreciation cost, finance/ interest cost finally its leads to increase in cost of electricity, and its ultimate burden has to borne by end consumers, so effectively control of project cost is one of the important requirement of power sector. MSEDCL is one the discom operational in Maharashtra having huge consumer base like as Industrial, residential, commercial etc. MSEDCL is running infra projects for electrification in urban as well as rural areas like as building substations, HT lines, LT lines etc. How power sector (MSEDCL) is controlling its project cost, we will study and anylise through this article.

Project process

Estimate preparation is starting phase of project, proper estimation of project cost is one of the tool of cost control, so due care is required to be taken for preparation of projects estimate. Here standard cost data technique is used by power entities for cost estimation.

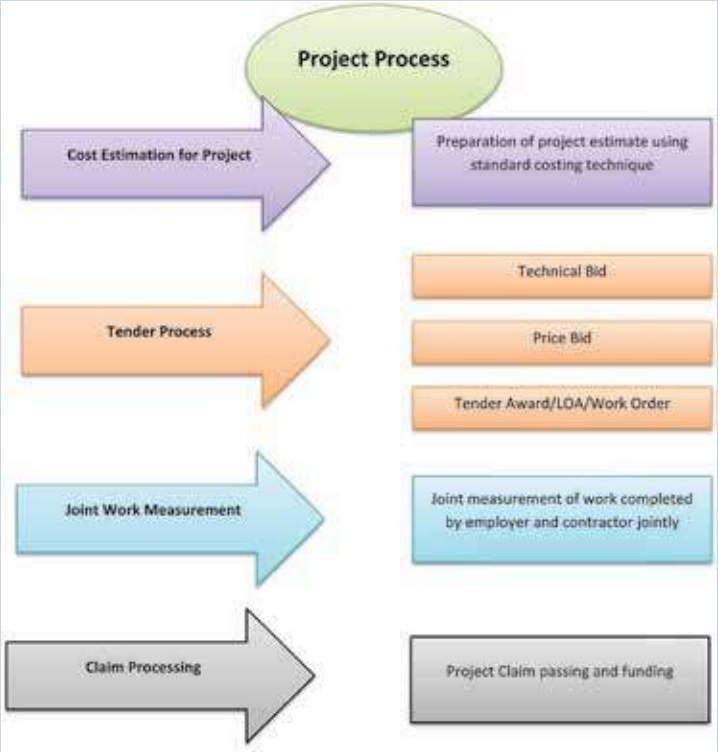
Tenderisation process is step to scrutinize eligibility of bidder and award of project to L1 (Lowest rate quote) bidder. Competitive and healthy bidding process will definitely reduce the cost of project.

Measurement of Work done

This is crucial stage for project cost controlling. Accurate measurement of completed work will leads to more accuracy in Claim/Bills processing. Its avoid excess payment. Power sector used JMC concept (Joint Measurement Certificate) to measure completed work jointly.

Claim and Funding Process

Efficient Fund management useful to reduce interest/ finance cost, also timely flow of fund and processing/ settlement of claims providing timely working capital to contractor, so they can complete the project on time. Delay in completion of project always increased cost of project.



Standard Cost data is used in preparation of cost estimation-

Power sector is mostly used standard costing technique to prepare estimate of project. Standard cost data would prepare by one committee having technical members and finance members. Every type of electrification work is defined under cost data as "Activity". e.g.

Activity No.	Description of Activity
101	Cost data for 33/11 KV, 1x5 MVA Substation (Outdoor)
201	Cost data for Augmentation of 33/11 KV, 1x3.15 MVA to 1x5 MVA Power T/F

Materials required for each type of work are considered in that activity and such material's price is taken from open market price available in favourable situation and acceptable to both parties of project. Also quantities are also standardise in cost data so how much quantity of particular material is required is defined in cost data so its enable power utility to control over unnecessary utilisation of excess quantities except required as per site conditions. So Standard cost data is better tool to control cost of project.

Elements of standard cost data under each activity

a) **Materials -** Materials required for completion of particular activity from largest to smallest items are considered in Standard cost data with quantity to be required and price of each materials. In SAP-ERP, each material has its material code, and every code has assigned this standard price. So price is unique and standard until there is any revision in standard cost data. Materials are valued on FORD basis.

b) **Service/Centiges -** This is also called as erection cost. Contractor is providing erection services in project, such erection cost includes Tools and Plants cost, Insurance Cost, Transport cost etc. Normally this cost is calculated on the basis of materials cost. E.g. 27% of materials cost.

c) **Civil -** This is construction cost required under electrification activity. e.g. Land development, foundations are required for feeder bay, Control room for substation, Construction of retaining wall. Etc.

Some time in project, there is clause kept in tender for controlling quantity variation like as no variation in quantity more than 5% is allowed, so such clause avoid extra burden of unnecessary used quantities by contractor to increase cost of project. So Standard cost data is powerful tool to control cost of project of power sector.

Budgetary control in project implementation

Proper estimation of project cost from standard cost data is first step of budgetary control. Budget would provide to each project as per estimation considering non-refundable taxes as cost. Budget is allocated to each profit centre as per estimate. Any expenditure over and above assigned budget would not allowed in SAP-ERP without further release of budget after proper approval. Such type of control discourage contractor to incurred unnecessary project cost. So budget is one the tool to control project cost with help of ERP.

Joint Measurement Certificate

Whatever work completed by contractor would measure by both parties jointly and same is agreed by both then such work is valued at standard cost in ERP. If any discrepancies observed during measurement then such cost would not allowed to claim. So quality would also check at this point and better quality would avoid future cost of repaired, failures etc.

ERP and Project cost control

We all knows that SAP-ERP is strongest ERP having multiple module with multi functionality, ERP can do number of complicated things easily without any errors and without lot of efforts. MSEDCL is using SAP ERP and it has developed PS module for various project implementation. Due to SAP, lot of validations are set to control cost of project like as PO rate Lock, PO quantity changes lock, PO release strategy, PO completion flag to lock PO etc. So such type of validations would not allowed user to enter any wrong entry, also can exercise budgetary control with help of SAP ERP.

Role of Finance/CMA in Project Cost Control

There is big role of finance/CMA in project cost control in power sector. Reduction of few % of project cost would save lot of cost, So due care has to be taken while exercising role as finance person. CMAs are well known for cost reduction and cost control as they have very much abilities and cost control tools as well as technique. CMA professional can set control from scratch i.e. preparation of standard cost/ estimate of each activity. Accurate estimation of project is itself controlling of cost. One another element of project cost is price variation, and professional approach is required in calculation of PV index, so role of CMA is crucial in PV index calculation.

Conclusion

Competition is increased in power sector due to change in some government policy, so every discom/Power entity is trying to keep lower its per unit cost of electricity. MSEDCL is big discom having wide scope of operation all over Maharashtra state. MSEDCL is investing huge amount as Capex in various Infra Projects. The technique used by MSEDCL to control cost of its project is effectively resulting and can say that such types of technique become fruitful in power sector. ■

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Infrastructure Sector & Role of CMA

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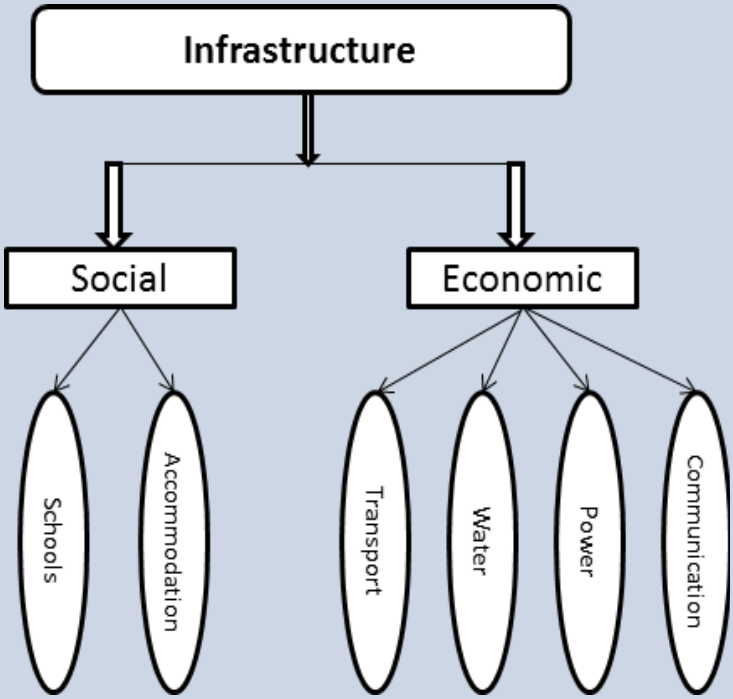

Infrastructure is basic systems or services of the Nation.

Infrastructure is of two types: Social Infrastructure & Economic Infrastructure.

Social Infrastructure are- Accommodation (Buildings) & Schools, While Economic Infrastructure are: Transport, Water, Power & Communication Networks (IT Infrastructure). These are the wheels of the Infrastructure on which the nation runs smoothly.

Benefits of Infrastructure:

- Connects businesses
- Connects workers
- Move opportunities
- Increases productivity
- Strengthens competitiveness

Components of Water Infrastructure are rivers, lakes, wells, water circulation lines, water tanks, sewage lines connections.

Components of Power System: Power plant, Transformer, Transmission line, Substations, Distribution lines, Distribution transformer.

Communication: Communication Network is also known as IT Infrastructure. There are in many organisations Infrastructure softwares which are specially designed to help organisations perform basic tasks. For example, workforce support business transactions, internal services & processes.

Components of IT Infrastructure are: Hardware, Software, Networking components, Operating Systems and Data storage.

Transport: For Transport, water lines, roads, highways, bridges, rail lines, airways determinations are required. For structuring of roads; rails; waterways; their stations, water & power are most important.

Schools & Accommodations : For their structuring, again water, power, transport (for schools) and also communication are required.

Thus, they are interrelated and cannot be done in isolation.

Role of CMAs:

In every infrastructure, Cost & Project Management are must in which Cost & Management Accountants can help --

- Bifurcate every project of each infrastructure sector into different & sequential activities
- Choose appropriate cost driver for every activity of project
- Determine the activity-wise cost
- Sum up all the activities costs
- End up with determination of project cost which gives the optimum cost for each project.

Cost Driver is the important component for how to manage the cost. For example-

1. **Number of Labour Hours** is considered as cost driver and Labour rate per hour is fixed, then management of labours and their working hours becomes the major component for Cost management.
2. **If number of Machine Hours** are cost driver for production or generation of power, then efficiency management of machines result in lesser machine hours and ultimately, gives managed costs.

Also it can be bifurcated into processes and determine the process costs and then again they can be bifurcated into activities and above steps can be followed for management.

Cost Analysis and Cost Control in Aviation Industry

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This won't be a jargon to say that about two decades ago moving in flights was a luxury and hard to afford for common people. This was mainly because of high cost of travel. Otherwise, saving time in travel is a matter of high priority for everyone unless this is a leisure travel to observe natural beauty. During last few years, people's earning capacity increased so did their preference to travel in airways. This was not an example of cost saving but an example of people's increased willingness of air-travel.

Again, with increased demand different private airlines emerged resulting in high competition. Like other industries low-cost or low-price is the important weapon to survive in the rivalry. India's aviation industry is expected to witness Rs. 35,000 crore (US$ 4.99 billion) investment in the next four years. [11] As per AITA, Air transport requires access to high-quality infrastructure at competitive cost [12] Specially during this covid-19 scenario flights were cancelled firstly because of imposing restriction to control spread of the virus and afterwards due to people's decreasing willingness and capacity to spend in air-travel which in general is higher than other modes of travel.

In a market hugely affected by the COVID-19 pandemic on top of shrinking ticket prices and increased competition, airlines have to look for new ways to operate efficiently – without compromising on customer experience.[8] The second wave has disrupted flight schedules, but not Ben Baldanza's plan for GoAir. The second wave of the pandemic has disrupted flight schedules, but not Ben Baldanza's plans for GoAir. The low-fare airline is on course to make its initial public share sale "this summer", said Baldanza, its new vice chairman. [3]

Let us have a brief look on types of major expenses in aircraft.

1) Operating Expenses of an Aircraft[1],[2]:

Operating expenses account for roughly 75% of all non-fixed costs.[1]

1.1) Operating Expenses on the basis of Objectivity [2]:

1.1.1. Salary

1.1.2. Material Purchased

1.1.3. Services Purchased

1.1.4. Separate Categories for.

1.2) Operating Expenses on the basis of Functionality [2]:

1.2.1. Aircraft Operating Cost

1.2.2. Aircraft Servicing Cost,

1.2.3. Traffic Service Cost,

1.2.4. Passenger Service Cost,

1.2.5. Reservation and Sales Cost,

1.2.6. Other cost including Advertisement and publicity, General and Administrative costs.

1.3) Operating Expenses on the basis variability [4]:

1.3.1. Variable Cost : Fuel and Other Cost, Maintenance Cost and Crew Cost.

1.3.2. Fixed Cost : Depreciation

1.3.3. Other : Flying Operations – Other.

2) Proportion of different Costs in Total Cost[2]:

Adapted from Form 41, used by Boing, MIT (and Aviation Day) for more detailed comparison proportion of different costs are as follow:

2.1) Flight (Direct) Operating Cost occupies half i.e. 50% of total cost. This includes all costs related to aircraft flying operations which means pilots, fuel, maintenance, and aircraft ownership. [2].

2.2) Ground Operating Cost contributes to 30% of total cost. This cost is for servicing of passengers and aircraft at airport station that includes aircraft landing fees and reservation or sales charges. [2].

2.3) System Operating Cost covers almost 20% of total cost. This is incurred to marketing, administrative and general overhead items. This includes in-flight services and ground equipment ownership. [2].

3) Key Determinants of Cost in Aviation:

The major expenses that affect companies in the airline industry are labor and fuel costs.[1]. Labour costs are mostly fixed for short term whereas fuel cost varies wildly based on the price of oil. [1].

3.1) **Labour Cost:** Labor accounts for approximately 35% of the total of airlines' operating expenses [1]. The significance among four internal factors to the measurement concern, technical efficiency, by order from least significance to high significance starts from on-time arrival, followed by ROA(Return of Assets), labour cost and ROE(Return on Equity) where both labour cost and ROE have the identical level of significance [6].

3.2) **Fuel Cost :** Fuel costs account for 10% to 12% of operating expenses. Many companies have programs to hedge fuel costs. They buy futures contracts to lock in their costs for a set period of time, turning it into a fixed expense. When fuel prices rise, this

behavior is rewarded. When fuel prices decline, this is punished as the market price of fuel is less than what they are paying. [1].

Spiking up of oil price puts the airlines in real difficulty. Airline companies have option of slow rise in price by raising price of tickets or by reducing number of flights, but sudden moves to higher causes loss in many airlines. [1].

In 2008, oil hit a high of $147 per barrel, a new all-time high. Airlines were unprepared, and many went through serious restructuring to survive. At that time, the airline index was 16, which was down from the high of 56 in January 2007 when oil was $60 a barrel. [1].

Jet fuel (ATF) prices have been slashed by a steep 23 per cent in line with a slump in international oil prices and it now costs about one-third of petrol and diesel whose rates continue to be frozen for the 50th day on Sunday. [5] Aviation turbine fuel (ATF) price has been cut by Rs 6,812.62 per kilolitre, or 23.2 per cent, to Rs 22,544.75 per kl in the national capital, according to a price notification by state-owned oil marketing companies. [5]

ATF, which is used as a fuel in aero planes, now costs less than one-third of the price of petrol used in cars and two-wheelers. [5] A litre of petrol in Delhi comes for Rs 69.59 while jet fuel is priced at Rs 22.54 per litre. Diesel, used mostly in trucks, buses and tractors, is priced at Rs 62.29 per litre. [5]

3.3) Other Expenses: Some of the lesser expenses for airlines are maintenance, parts and labor, handling luggage, airport fees, taxes, marketing, promotions, travel agent commissions and passenger expenses. As a whole, these account for nearly 55% of total operating costs. [1]

4) **Approaches to analyze cost of aviation:** The industry's typical way of comparing expenses—the cost per available seat kilometer (CASK)—has its limits: the aggregated results don't provide much insight into the reasons for changing costs.[10]. The underlying network, for example, can play a misleading role in CASK's denominator. Consider an extreme example: Air New Zealand. Only 5 percent of its flights go beyond New Zealand and Australia, but these account for 60 percent of the airline's available seat kilometers. Adjusting for stage length1 is a common but crude industry work-around. [10].

Seat configurations are another key and variable driver of CASK's denominator.[10]. As we have noted before, seat densities explain half of all differences among the CASKs of long-haul flights. [10]. Air France, for instance, has four class-777-300ER aircraft, with 303 seats each, on business-oriented routes (to Japan, among other places) and three class-777-300ER aircraft, with 468 seats, for leisure-oriented routes (such as those to the French Caribbean.[10].

The carriers' different accounting policies also bedevil attempts to compare CASKs. AirAsia, for instance, counts parts of the cost of owning aircraft as contra revenue, since it also has an aircraft-leasing business. [10].

The only real way for airlines to learn how cost differentials add up is to build a bottom-up view of the unit costs, volumes, and productivity of their cost buckets.[10].

For example[10] :

- What is the airline's credit rating?
- Over how many years does it depreciate aircraft?
- What residual value does the airline assume for the aircraft?
- We call this a driver-based approach.

Tracking, measuring, and benchmarking costs is most useful when it inspires action, and that is exactly what driver-based benchmarking helps carriers do[10]. For example, one company that used this approach found that its cabin-crew complements were higher than those of its peers [10]. After it quantified the cost across the airline, new inflight service processes and simpler catering helped it to free up one crew member per flight. [10].

5) **Cost Reduction Strategies for Airlines:** Generally Cost Control and Cost Reduction or Cost Saving are used interchangeably. But by definition they are different. The difference between Cost Control and Cost reduction is same as difference between Void Contract and Voidable Contract. [7]. Cost Reduction may be a part of Cost Control Strategy. But here also we will consider both terms as interchangeable.

There are a few strategies applicable to Aviation Industry for Cost Control:

5.1) To evaluate the non-routine maintenance items. [9].: The ultimate aim of a lean operation is to eliminate surprises and make processes less variable. Suppose data suggested that when mechanics complete task cards, directing them to "inspect gasket for gap-seal tolerances," they find that the gasket is out of tolerance limits more than half of the time. The instructions on the task card should be changed to "inspect and replace gasket unless the gap seal is within tolerances." The improved procedure would ensure that mechanics had the proper parts, tools and paperwork from the start. A simple rewrite of the task card would, in this example, eliminate the time spent tracking down the necessary tools and parts needed to deal with the "surprise".

5.2) To make lean improvements to supplier contracts [9].: Focusing merely on the price per parts isn't a viable cost-cutting strategy for airlines, in the long run. Rather, airlines should be evaluating the total cost of ownership associated with goods from suppliers and external processes. Airlines usually have to deal with a long list of suppliers, and it can be quite time consuming to negotiate and communicate with

each of them. That's why your cost-cutting efforts shouldn't just focus on your internal processes but also your external ones.

5.3) **Consider "pre-servicing" aircrafts** [9]: For many airlines, it's standard procedure to only service aircraft at the departure gate. There wouldn't be anything wrong with this approach if the turnaround of an incoming aircraft could be done immediately at the gate. With overwhelmed terminals across the world, though, this is rarely an option. As a result, aircrafts due for a turnaround are often towed away to a remote station while waiting for an open departure gate. This is likely to cause delays and unsatisfied customers. Lean airlines break the process into pieces: performing general tasks (such as grooming the cabin and servicing the fresh- and wastewater tanks) at the remote stand and flight-specific tasks (such as loading catering supplies) at the gate.

5.4) **Do flight attendants still count passengers?** [9]: Having a flight attendant count passengers is, indeed, just that. It adds several minutes to the turnaround of an aircraft. It just contradicts the fact that lowering operational costs is about minimizing unnecessary processes. McKinsey and Company concluded that the process of passenger count by attendant in order to double check the control system, is often inaccurate.

5.5) **Consider eliminating check-in** [9]: Any airline should, according to the report from McKinsey & Company, ask themselves what value having a check-in desk really brings? Cost-cutting strategies in the aviation industry are mandatory to secure the industries survival. Check-in has, for many years, been an inevitable part of flying. However, the rise of new technologies has, in many ways, made the traditional check-in process redundant. Several lean tools can improve the speed and reduce the variability of check-in. Nonetheless, it is the poster child for a process that adds no value for customers.

5.6) **Don't cross or buckle seat belts:** [9]:: Some airlines require cleaning crews to arrange seat belts in a certain way. Although it does make the cabin look neat, it's largely an unnecessary activity.

5.7) **Other measures adapted by airlines :** There are a few experimental measures can be taken by airlines. For example

- eliminating or reducing free meal and availing them on payment in cabin.
- Staff training to improve efficiency and cutting off number of staff
- Removing choice of various classes and standardizing the class

6) **Non-Operating Cost Element:** Considering non-operational expenses finance cost is the major non-operating expenses in this industry. For this the competitive rates of finance should be analyzed to select the most beneficial financing options.

7) **Conclusion :** When there is a discussion on reducing cost there are some factors those are common like control over consumption of material, labour training and controlling overcrowded manpower, adapting new technology to avoid redundancy and consequently losing customers etc. Next, there are some industry specific proportion that should be considered. Like for aviation fuel and labour costs are the most prominent costs. And last but not the least there are again some industry specific costs those are not common or very unique that should be taken care of. For example in most of the restaurants water is chargeable but in airlines such elementary needs are to be served free of cost. Similarly, safety checks are very crucial for aircrafts.

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Risk Evaluation of Construction Project

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Evaluation of Risk of construction Project starts while reviewing the tender, decision to bid on a project shouldn't be taken lightly. A company invests a great deal of time and resources into putting together a bid, so it's important to make sure you are carefully identifying the right projects to go after. One way to do this is by conducting a thorough Bid/No Bid Analysis considering project location, duration & size of Project, scope, competition, client etc. that meets your company's goals and is in line with your long-term strategy. Number of factors is considered while making bid/no-bid decision:

a. **Scope of Project** - Clear understanding of the scope of work for the project and the client's wants and needs requirements

b. **Experience of successfully completing projects** – One should have the experience of completing projects of similar size and scope and must have the workforce required to successfully complete the project and the tools and equipment needed for the project.

c. **Contractual Requirements** – A Company should have all the proper licensing necessary for the project location to meet the contractual obligations of the project.

d. **General Requirements** - The project fits with our company's strategic plans and goals. There should not be any conflicts with other projects company is working on and there should not be any other glaring risks to bidding and winning this project.

e. **Favorable relationship with the client / Architect**

f. **Competition** - One must be aware about the other construction firms bidding on the project.

g. **Bidding Resources** - Company must have the complete resources to bid the project

h. **Financial and insurance capacity** to take on the Project of said size.

i. **Unknown site conditions**

j. **Accelerated Timeline for Project Completion** and Penalties on late completion of Project

k. **Breach of Contract**, liquidated damage clause etc.

In order to submit better bids and win more work, A Company should keep records of all it bids, both the successful ones and the ones you didn't win. It's important to have a clear understanding of what caused you to lose out on a bid whether it was a lack of experience or if you simply weren't low enough on price. One should ask the client for feedback after the bidding process is complete.

You should also take a look at your performance on the projects you did win and complete. Did you underperform or were you able to successfully manage the project or identify areas to improve productivity to complete the project under budget? By analyzing historical data, you can better identify which bids you should be going after.

Risk Identification

All construction projects carry some level of risk. There is no way to completely avoid risks as there are bound to be unknown factors that arise over the course of a project. One of the best ways to manage risks is to identify the various types of Project Risks First. If you can identify and categorize risks before you start a project, you can optimize your risk management and avoid any possible losses.

Key Risks in Construction Projects

Technical Risks

Technical risks include anything that restricts you from creating the product that your customer wants. This include uncertainty of resources and materials availability, poorly defined scope, incomplete design, poorly written contracts, Design errors and omissions, changes in project scope and requirements, Longer design process, temporary/ Expired construction permits, Contradictions in the construction documents, inadequate site investigation, unknown site conditions, etc.

Logistical Risks

There are various logistical risks that need to be addressed before beginning a project. These risks include the availability of transportation facilities and availability of equipment such as spare parts, fuel, and labor. Without addressing these logistical issues, you risk huge project delays and losses.

Environmental risks

Environmental risks include natural disasters, weather, and seasonal implications. These risks are commonly overlooked when people are unfamiliar with local conditions. If you are going to work on a project in a new city, you need to become familiar with that region's weather patterns. If you prepare for possible weather risks, you are much more likely to avoid potential delays and losses.

Management related risks

The most common management related risk is uncertain productivity of resources like Failure to comply with contractual quality requirements, Scheduling errors, contractor delays, Project team conflicts, poor project management. Before you begin a project you need to be sure that you have sufficiently skilled staff and that you have adequately defined their roles and responsibilities. Failing to do this can lead to huge losses.

Financial risks

Inflation, local taxes, availability and fluctuation in foreign exchange, timely Funds Disbursement are a few of the possible financial risks you might face during a construction project. If you are working on a project internationally, it is important that you understand how the foreign currency will be exchanged. Different countries have drastically different taxes as well, so you need to take this into account before starting a project. Your finances are going to look a lot different if you are working in a tax-free city versus a high-tax city.

Project Head must also be aware of current economic climate to be competitive. Highly Increase of materials price and imported Products tariffs placed on the imports of products like steel, Lead times etc. must be taken into consideration else projects may go over budget and beyond schedule.

Socio-political risks

Public objections, Laws and local standards change, Customs and import restrictions and difficulties are few of the socio-political risks you may face during a construction project. If you assume that each project is going to have the same codes and regulations, you are sorely mistaken.

Labor Shortages & Productivity Issues

Inexperienced workforce and staff turnover, Delayed deliveries, Non-availability of enough workers to complete a project is a huge risk when taking on new projects. Without the manpower, the project can suffer from longer construction schedules and potential delays in delivering the project on time to the owner.

Health & Safety Hazards

Keeping workers safe should be the top priority on every jobsite. Site conditions can change rapidly, and unexpected hazards can crop up at any time creating unexpected project risks. Major accidents can result in serious injuries or fatalities to your employees. In addition to the potential harm to workers, a serious accident can cause work to be stopped or delayed and lead to a decrease in productivity due to low morale among your workers. This can put your project, and your company, at huge financial risk due to all the costs associated with dealing with an accident.

Subcontractor Default

Dealing with a subcontractor that fails to perform on a project is a major risk factor for general contractors on construction projects. A defaulting subcontractor that isn't meeting its contractual obligations can completely wreck your project schedule and destroy your profit margin. Replacing a terminated subcontractor or supplementing their uncompleted work can kill a project and hurt your company's reputation. You might be better off working with

them to solve any issues to complete the project rather than letting them go.

Due diligence / evaluation of Contractor - One should make in-depth investigation while evaluating the contractor, One should not only review contractor's qualifications and prior experience but A diligent and thorough review should get done through a third-party to vet the contractor with special attention to quality of the contractor and financial ability of the contractor, labor scarcity and supply issues of subcontractors and ability to mitigate supply chain issues.

Change Orders

A change order is simply an addendum or amendment to the original construction contract or the scope of work which typically require performing additional work for reasons such as omissions or errors in the original scope of work or ambiguous construction drawings.

Change orders are an inevitable part of construction and can be a major risk factor when not managed properly. Some contracts may include conflicting language or clauses regarding change orders so one should appraise such issues before executing a contract else it can Increase project costs, interrupt workflow and delays contract milestones.

Besides, it is also necessary to make sure that your subcontractors are clear on the work they've been contracted to complete. This can eliminate the need for change orders down the road.

Management of Risk through Regular Project Tracking

Construction project success is said to be in direct correlation with project tracking. By regularly monitoring progress, the project manager can gain better control of the work and the output. A project manager who regularly checks on the situations at the site would likely detect these issues at once, enhance operation visibility, take more informed decision, Improve accountability, prevent misunderstanding and formulate contingency plans faster and resolve the problems immediately. So instead of being delayed or over budget, since the team acted quickly, they can still go back on track and finish the project right on time. Following are some helpful Strategies for Real-Time Progress Tracking

Pre-construction Planning

The pre-construction phase involves planning, scheduling, budgeting, and cost planning. Company should make Proper Planning and budgeting for the Project with consultation of all stakeholders before executing any project, It will help Project head to review from the Start of Project and Streamline the Project throughout the construction stage. There must be the system of daily Progress Reports and uninterrupted flow of messages and information throughout the construction phase.

Single Source for all documentation and information

Data in construction is very important as it serves as a guide for workers (design, planning, budget, schedule documents) in carrying out their tasks while it serves as a reference for project managers in tracking progress and determining existing issues.

There should be a single source of all documentation necessary in the operation. This way, everyone gets uniform information and nobody get confused. Photos are becoming a standard part of reporting and monitoring in construction so photos should also be stored at central sources.

Tracking of Crew Member Task and Productivity

Tasks should be itemized in this way so that it will be easy for the project manager to see who is being effective and productive and who is merely trying. He just tried to do things in the right way but had to do rework because apparently, he was doing the wrong task?

Project managers should put an eye on crew members to see whether they are making proper use of their paid time. Task tracking gives project managers an idea on how the project is progressing. He'll know which team is performing better and can get strategies from them to share with other teams that may be falling behind their schedule.

Tracking of Project Schedule

The project schedule should be shared to all crew members with details of all their activities. Project Manager should review and track the tasks of each member whether they have and haven't completed. This way, the project manager can assess whether the plan and schedule he set is realistic or not and make necessary adjustments. It may be a bad idea to pressure them but being lenient may also cause costly delays.

Every project manager knows that construction work involves high levels of uncertainty. To Mitigate the risk Project Manager should Work collaboratively with all stakeholders and identify the risk and Score the risk on a sliding scale to decide how much of an impact it would have on your project if it were to happen and Prioritize the biggest risks. Develop plans to minimize the risks so they are less likely to happen and assess your project and scan the horizon for risks that may occur On a regular basis.

Role of CMA for Effective Project Management

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A CMA is a key member of the Management Team and plays an important role in effective Project Management.

A CMA works with all functions of an Organisation in order to manage projects effectively. In particular he works closely with the Project Management, Estimation, Marketing, Manufacturing and Purchase teams. Broadly a CMA's major roles with respect to Project Management can be enumerated as follows:

1) Estimation and Project Appraisal
2) Project Risk Management
3) Project Costing & MIS
4) Working Capital Management
5) Revenue Recognition under IndAS 115
6) Indirect Taxation
7) Improvement Initiatives
8) Financial Controls
9) Commercial Support
10) Project Closure

Estimation and Project Appraisal

1) **Inputs for Estimation:**

   CMA gives key inputs to the estimation team like the Operation Rates, Surcharges, Finance charges, inflation factor to be considered for long term projects, the Forex rates to be considered. He is involved in discussing and finalising quotes for high value tenders. In case of Exports, export benefits are discussed with relevant team and tracked.

2) **Project Appraisal:** CMA does the project appraisal based on the inputs from estimation team in terms of cash flow, working capital requirements, project capex and works out project NPV, IRR, and ROCE for the project under various scenarios and discusses these in Management meetings.

Project Risk Management

Once the project is received the CMA works with the Project Management and Marketing teams to highlight:

1) The major commercial (LD, cost overrun, etc) risks to the project.
2) The value at risk in case the risk is not mitigated.
3) The actions to mitigate the risk, the cost involved and the revised value at risk.
4) Actioning the mitigation plans by forming CFTs and quarterly reviews.
5) Insurance covers to be taken for free issue materials, etc.

Project Costing & MIS

By far the most important role of a CMA is to have a reliable and informative Project Costing and MIS system in anw Organisation.

While designing the system following must be taken care of;

i) Have an integral system (one set of financial and costing books), all finance and cost transactions are booked to ledger, in order to avoid the need for reconciliations.

ii) Ensure that there is congruence between the finance cost centres and manufacturing work centres. Avoids manual efforts during subsequent processes.

iii) Carefully identify the 'Cost Components' to be used to take care of proper details for Cost Sheet reporting for all cost types like direct materials, indirect materials, Labour, Overheads and Surcharges.

iv) Have a proper system to record efforts put in by the teams in terms of "Hours Accounting". Take care that all functions working on the projects, record hours so that proper Project Costs can be recorded.

v) Have a proper system to identify and allocate cost component wise under/over absorbed overheads every month to inventory and cost of sales.

vi) Ensure that all requirements of 'Cost Accounting Standards" and "Cost Records and Audit Rules" are taken into consideration.

On an on - going basis the CMA's role regarding Cost Management System include:

i) Ensuring that the system is used optimally and on line by all users.

ii) Ensure that all important information like cost sheet is available on line.

iii) Ensure that all major costs are booked to projects and surcharges are minimised.

iv) Preparing and discussing MIS with Management and Users. Major variations should be highlighted and discussed. List of important MIS reports:

   a. Project cost sheet giving details of Budgets, Estimates and Actuals.

b. Project wise details of material consumption and comparisons with Budgets, estimates and actual costs.

c. Project wise details of Work Centre wise Hours and comparisons with Budgets, estimates and actual costs.

d. Project wise working capital.

e. Project wise inventories in Stores and in Work in process.

CMA has to be up to date with changes in technology and make good use of it. Example, is the use of Power Bi for better analysis and reporting of MIS.

Working Capital Management

CMA works with functions like Marketing, Project Management, Manufacturing and Stores while managing working capital. Some important aspects covered by him are:

i) Involvement with Marketing at order receipt stage to ensure favourable payment terms.

ii) Reporting and discussing overdue advances, stage payments and debtors from customers.

iii) Working with Project Management on pending actions by various functions on debtors as often debtors are outstanding due to these.

iv) Reporting and discussing project wise Stores and WIP inventories.

v) Slow moving inventories in Stores and WIP. Process to handle 'Project Surplus Materials'.

vi) Monitoring working capital reduction projects with CFTs.

vii) MIS on project wise Work Capital, outstanding debtors.

Revenue Recognition under IndAS 115

CMA has to lay special emphasis on this role considering its importance from Final Accounts point of view. Major activities performed apart from accounting are:

i) Ensure proper project wise cost estimates are available from estimation team.

ii) Ensure that project cost estimates are revised as deviations are confirmed.

iii) Consider Forex as per applicable standards.

iv) Proper valuation of inventories in Stores and Work in Process

v) Recording of Selling price and part billing and resultant inventories

vi) Discuss % completion with the Management/operating team

vii) Consider extra claims and any such input specific to project.

viii) Prepare MIS of month wise movement of % completion and other key data for discussions with Management.

Indirect Taxation

CMA is involved from tender/enquiry stage to take care of GST related issues:

i) The HSN applicable to the product or service being supplied, mixed supply, etc.

ii) Therefore, the GST rates applicable.

iii) GST processes applicable to free issue materials.

iv) Availability of ITC credits on inputs

v) Forms to be collected from customers in case of concessional rates.

Improvement Initiatives

All organisations work on improvements like Kaizens, improvement projects handled by CFTs, etc. The role of CMA is to:

i) Have proper SOPs and educate the users in computing 'Financial Savings'.

ii) Verify savings targets for these initiatives worked out by teams.

iii) Summarise these savings across initiatives.

iv) Lead and contribute to these in the Finance Function.

v) Contribute by co-ordinating these initiatives.

Financial Controls

CMA works with the Internal Audit Team broadly on these areas:

i) Legal compliances are adhered to.

ii) Internal Financial Controls are established and followed.

iii) Internal audit findings are actioned and closed.

Commercial Support

CMA gives commercial support relating to the Project in several ways, some of which are as follows:

i) Give inputs for 'extra claims' to be made on customers for engineering changes required by them.

ii) Work with Marketing on "Price Variation" clause which takes care of inflation in costs of long-term contracts, where applicable.

iii) Co-ordinate with Legal Department on legal issues relating to the project.

Project Closure

CMA gives inputs to Project Management team for:

i) Analysing the major variances in costs with Budgets and Estimates

ii) Recording of learnings for future use

Summing Up

The above roles may seem to be quite a handful for a CMA. Hence, it is essential to ensure proper systems across the organisation and to manage by exceptions. After all efficient Project Management can only be achieved by "Team Work" across the organisation.

Management Wisdom

Article 9: Monitoring and evaluating tools for the independent directors as the facilitators of corporate governance

(This article is based on author's forthcoming book "Making of a CEO")

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Independent directors are expected to be the custodians of corporate governance, especially when they represent the minority shareholders. There has been a regular discussion about the 'real independence' of these custodians, when they are appointed by the promoters. The other issue here is about the versatility expected from an independent director who should be excellently competent in assessing the value - adding strategies of the executives. If he understands the business model and the value chain of the organization thoroughly, he would be accurate in evaluating the operational excellence. The ultimate of versatility is in connecting the financial performance with the expectations of various stakeholders.

The independent directors should have the most appropriate early warning signals to monitor an ongoing critical performance. They should possess the best strategic, financial and operating parameters for evaluating the overall performance of the organization. Of course, they must have the realistic benchmarks as a critical prerequisite of monitoring and evaluating the performance. When an independent director chooses too many companies from different industries, he mostly performs robotically and his submissions merely become a farce.

The first phase of monitoring

A broad framework of his monitoring is made of organisational governance, ethos and an inquiry into the roles of various stakeholders. An independent director should correlate the rewards offered to the shareholders, employees, vendors, dealers & government vis a vis the price charged to the customer. This should bring out the first broad measurement of corporate governance. He should now be able to assess the influence of each stakeholder on the ethos of the organization. This should assist him in deciding the very scope of evaluation of each area of governance. He can garner the best results of his monitoring by classifying his efforts in to the four different combinations of policies and processes.

The second phase of monitoring

In this phase the independent director assesses the governance using certain tactical financial parameters. He compares his company's performance against an appropriate benchmark and analyses the reasons for deviation. These parameters are (i) Owners' ROI (ii) Revision in executive remuneration (iii) Revision in workers' remuneration (iv) Average Tax Liability (v) Price concession from vendors (vi) Operating Profitability (vii) Performance of the share price at the stock market (viii) Protection of patents & copyrights (ix) Average worker productivity and (x) Average cost of borrowings & the securities offered to the bankers. A deviation beyond a reasonable range should open the door of micro - analysis leading to a sharp measurement of governance.

The third phase of monitoring

Micro verification of corporate governance is expected in this phase using one or more of the following routes:

(a) **The Strategy Route**

The major strategies in five performance areas should be evaluated through three dimensions viz. economic, ethical & environmental. The five performances are (i) Business Growth (ii) Cost Management (iii) Employee Capability & Satisfaction (iv) Technology and (v) Resource Management.

(b) **The Legal Route**

The legal and ethical status of the following major compliances should be verified here (i) Business Licenses (ii) Taxation (iii) Employee Disputes (iv) Vendor Disputes (v) Directors' Liabilities (vi) Banking Disputes (vii) Corporate Compliances and (viii) Municipal Compliances.

(c) **The Accounting Route**

Correct benchmarks are essential here (i) Major items of cost (ii) Common cost allocation to different businesses (iii) Common asset allocation to different businesses (iv) Use of bank finances (v) Patent-based royalty payment (vi) Salaries of 'shareholder' directors and dividend paid to them (vii) Free cash flow and its reasonability (viii) Transactions among group or associate companies.

(d) **The Operational Route**

The strategic and financial routes very often lead to the operational inquiry into the following select areas on two parameters of time & cost. (i) Cases cleared by the court of law (ii) Clearances given by the government agencies (iii) Delivery from the vendors (iv) Delivery to the customers or agents (v) Clearances for sale and/ or acquisition of assets (vi) Documentation for raising loans & equity funds (vii) Settlement of issues related to employee relations (viii) Correction in the logistic design of the plant (ix) Conduct of different types of audit, verification & inspection.

The fourth and last phase of monitoring

This critical phase evaluates the role and performance of the top executives using four criteria such as profitability, sustainability, sanctity and legality. The list of top executives should include executive directors, business or vertical heads, functional heads and location heads.

Independent directors should use their findings coming out of the monitoring & evaluation process positively for the betterment of the organisation. While doing so they should act like friend, philosopher and guide. Hence, they should pragmatically avoid the ego of intellectual excellence and instead apply their entrepreneurial wisdom for the versatile growth of the organization. ■

Virtual CFO Services (vCFO)

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Article 8: Legal Framework and Services Offered

In this article we will look some of the provisions related to CFO under Companies Act. In other words except the requirements under Companies Act at all other establishments vCFO can be appointed. Let's see some of the legal provisions under Companies Act on the same

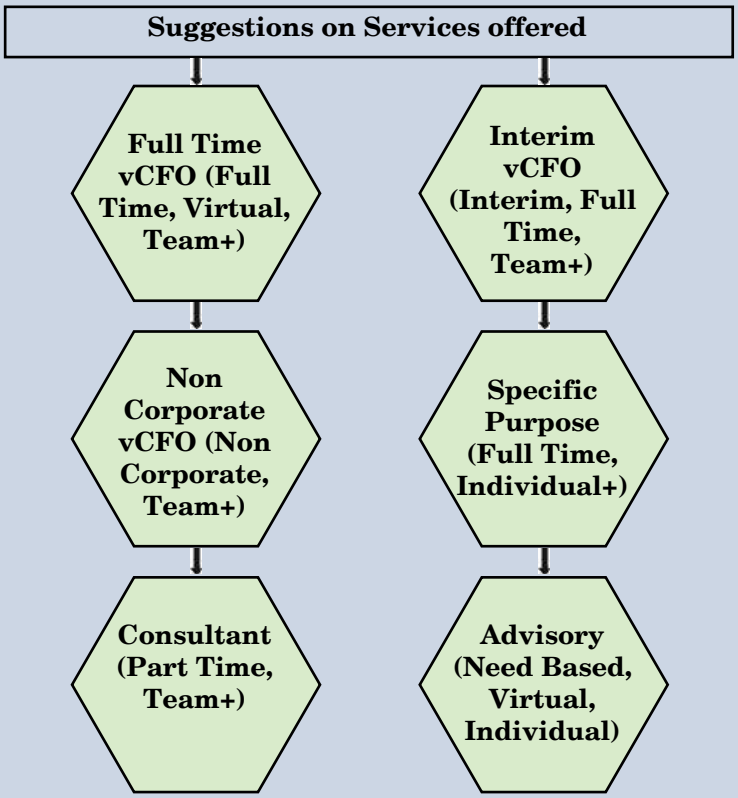
Legal Framework

- Appointment of CFO under Companies Act, 2013: As the name suggests CFO means Chief Financial Officer. A Chief Financial Officer (CFO) is a senior executive primarily responsible for the management of Finances of the company. His duties include ensuring the financial performance of the company, internal and external reporting, financial planning, budgeting etc. The concept of CFO was introduced for the first time in the Companies Act, 2013. Before that there was no such term coined anywhere in Companies Act 1956.
- Meaning of Chief Financial Officer (CFO): Section 2(19): "Chief Financial Officer" means a person appointed as the chief financial officer of a company. An authority to appoint CFO rested upon Board of Directors or the Managing Director of the Company. As per Section 203 of the Companies Act, 2013, every public company having paid-up share capital of Rs. 10 Crore or more shall have a whole-time Key Managerial Personnel, which includes the whole time Chief Financial Officer. Every listed company also must appoint Chief Financial Officer (CFO). The Companies Act does not prescribe any qualification for the appointment of a CFO.
- Role, Function and Importance of CFO in company: The position of the CFO is recognized for the first time in the Companies Act, 2013. He is a person occupying the position of CFO and is responsible for overseeing the financial activities of the entire company. Due to his role in the company he has been included in the Officer in default. To be a CFO one needs not to be the director of the company. Although, he has been recognized as the Key Managerial Personnel (KMP), A CFO cannot hold office as a CFO in more than one company except in its subsidiary company at the same time. However, he can hold office in another company as a director with the permission of the Board. The remuneration payable to a CFO is not regulated by the provisions of Section 197 read with Schedule V of the Companies Act, 2013, unless he is a part of the Board of Directors or appointed as a manager in addition to his position as the CFO. In a company CFO is responsible for various activities related to Finance. This includes signing of Financial Statements irrespective being KMP or not.

Having seen legal framework, it is to be understood that due to inclusion of word CFO many companies started understanding importance of Chief Financial Officer. Large scale companies were already appointing the same but after compulsion under Companies Act, many small companies and other establishments also started feeling the need of the same and hence there was rise of demand for Virtual CFO services. As demand increased, supply also expected to increase as per marker rule. Hence it was considered to be a good opportunity for professionals to give another set of services to Businesses besides their normal practice. Later on many professionals made vCFO as their main practice area and developed good guidelines and reading material on the same. It is certainly a good professional opportunity and we should also look for various services which can be offered by Virtual CFO (vCFO) or Virtual CFO Firms (CF).

Suggestions on Services offered

In all cases below services can be offered as an Individual (vCFO) or Firm of Virtual Chief Financial Officers (CF). We have already seen in earlier articles on what should be structure of the firm also we had cursorily looked at some of services offered. Here we will see some of specific services which can be promoted /proposed by professionals.



1. **Full Time vCFO (Full Time, Virtual, Team+)** – This is the main services offered by vCFO or CF. Here full time does not mean only full time presence but expected to devote time for the organization always. Also virtual means both type of services but mainly on virtual basis like handling through a team and plus physical presence. It's purely professional work and vCFOs need to apply all those techniques to achieve the objectives we have discussed in earlier articles. While accepting the assignment of this type, one has to be carefully classifying under various categories and then decide the strategy to deliver the best of the abilities. The crux of all types of vCFO assignment lies here and one must give more than 100% to achieve the success out of such assignments. Organizations prefer experienced, thoughtful and out of the way professionals. One has to be creative as well as experienced in handling such assignment as it may be test of knowledge, experience, creativity and personality as well.
2. **Interim vCFO (Interim, Full Time, Team+)** – This type of arrangement usually comes with expiry date only! It is just an Interim Arrangement by the organization to look after finance function until new CFO is appointed. Like company has chosen the new CFO for the job but he may take 3-4 months unless his earlier organization relieves him from his responsibilities. This is a type of assignment where more concentration is towards meeting the compliances, deadlines, attending statutory authorities etc. Also one of the main jobs is for the handover to person who is joining after assignment is over. As mentioned above this assignment usually has time limit and hence some of the professionals looks for few more opportunities in same organization which is not incorrect also. In-fact with excellent approach to such interim or short lived opportunities must be en-cashed.
3. **Non Corporate vCFO (Non Corporate, Team+)** – Under these type of assignments, non-corporate entities usually approach professionals for handling their finances. The main challenge under these entities is support from Client's side in both aspects like Quantitative and Qualitative. Also non corporate entities usually expect much more than what may be defined in contract/appointment letter. Also there may be plenty of entities related to each other and professionals are expected to handle all those entities in similar capacities. The laws and compliances for these non-corporate entities are different than what we usually see for Corporate Entities. Hence professionals experienced in those type of environment, working culture or entities are preferred by organizations e.g Trusts, Co-operatives, Partnerships are having different needs of business and compliances also. Such assignments can also be taken on Individual or on vCFO Firms (CF) wherein Team of vCFO will bring synergies for the organization.
4. **Specific Purpose (Full Time, Individual+)** – Such assignments according to me are more challenging and specific also. Having set the targets and very clear objectives it is sometime difficult to achieve. In such type of assignments, professionals must be negotiating enough as targets must be achievable. Company management may be trying to push qualitative objectives but one needs to be vigilant to convert the same into quantitative objectives. Like Management will give objective to implement 'ERP in full' however full or complete is totally a qualitative objective to be achieved. We need to define 'what is the final step to be achieved in the ERP' like to get the Right Profit and Loss Account and Balance Sheet with all model transactions or may be ste before only at the level of Testing of Model Transactions as define by Management etc. I have seen many such assignments wherein Professionals must define the achievable and quantified objective. Individual skills pay more prominent role in this type of assignment rather than team working and achieving the task.
5. **Consultant (Part Time, Team+)** – This is really a dream assignment for any professional in the field of vCFO. It's mainly part time and can be handled with the help of team also. Such assignments come with mandatory man-days in the month/ quarter and still expected to achieve many objectives which may be quantitative or even qualitative. However these assignments are different from others and relatively more dependent upon current team of organization. This is like testing a position of CFO in the company with vCFO so that staff in company is ready to accept someone else as CFO and reporting structure can be created in future like that. A typical Small and Medium type of organizations prefers this type of assignment.
6. **Advisory (Need Based, Virtual, Individual)** – As I have been stating right from first article that final aim of any such vCFO assignment is expected to end as an advisor. Such advisory services are purely on the basis of your earlier experience either with the same organization or other organizations. This type of assignment not necessarily is after any of the above vCFO assignment but vCFO itself can be appointed on consulting basis. It's purely advisory in the nature. Generally board wants more of assurance services on some or other action they intend to take e.g IPO, Merger, Acquisition etc. Prior experience and networking helps to get such assignments.

From above categories I have tried enumerate some of the categories of vCFO services. There may be few more as per your experience or maybe you can have hybrid of some of these categories depending upon needs of the organization. This subject is also dynamic in nature and after few years some of these categories will not hold relevance and new age vCFO may come up.

Reference: https://www.consultease.com

Pros and Cons of Investment Banking for Finance Professionals

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Article No. 2

Investment bankers prescribe to Corporates on bulk transactions of debt and equity issues. They also coordinate with Corporates to buy and dispose companies, look for prospective targets for acquisition, and ultimately finish deals, also prescribe the optimum terms/conditions. They also advise when a capital issue (debt or equity) will be initiated for investors.

Investment bankers do multiple work with combination as advisor, sales person/marketing, negotiator and finally deal making. They do whatever is required with desperation to bag a deal. They seamlessly back upper management of invest banking in unusual manner to win deals irrespective of the nature of jobs sometimes no connection with accounting or finance.

Investment banking is a fabulous job to initiate a career. The working hours are like a marathon race and one may feels this job sometimes interesting, sometimes tedious, monotonous and it extracts one's full energy both mental and physical. However, this job simultaneously provides avenue for faster and sure in career growth. From this job one can learn faster beyond your imagination a number of traits including powerpoint, excel,sales / marketing, crisis management simultaneously you will be cultural fit in a new organization.

Requirement of Educational Bankground of Investment Bankers

Investment banking primarily need MBA/CFA other than CMA or CA. The aspirants will have to be well conversant in business administration and finance. Apart from that, all above mentioned programs additionally teach topics from strategic management to asset analysis. However, Investbanking companies has a preference for master degree. These students get exposures on projects for different companies. Investbanking jobs have cut throat competition. In their own interests, preferably, they should go for intership in investment bank which allows exposures in analysis assets and portfolios with application of valuation models. Apart from knowledge, very important, is analytical skill which they learn from intership in companies of investbanking. In these interships apart from analytical skills, they are well-versed in networking in areas of investment banking. This networking skill push aspiring investment bankers to grab a job after completion of the required programs mentioned above.

Stress in the job

At the entry level, they start as Associate Investment bankers and work up to 80 -100 hours a week, which is unusal in other industry. In spite of this huge pressure in work environment, the main carrot in investment banking is the fabulous compensation. On the contrary, there is pathetic work life balance considering the long work hours. Before choosing of career as Investment Banker, the aspirants should be considering the pro and cons of this particular field before joining. Finance and banking in general is a very good option in competitive field. Other than Investment Banking, many in Finance and Banking sector have good compensations package with right/ better balance between work and personal life opposed to Investment Banking sector.

Investment Bankers Salary Outlook

In India, entry level Investment Bankers like Kotak Bank ranges from INR 8 Lakhs to 16 Lakhs per annum. At senior levels, they earn from INR 20 Lakhs to INR 1 Crore per annum depending on the company, where they are working. Indian salary including bonus in Investment Banking is no match for US salary including bonus. There is two reasons for this disparity of salary including bonus in India vs.US. First reason is rate of exchange in USD ranging from INR 70 to 76. The other reason is US is a developed country, on the contrary, India is a developing country on the way being a developed country. The ranges of products in Investment Banking in US is voluminous compared to India. Coming to salary in US in premier Investment Banking company like Golden Sach, JP Morgan pay entry level at $1,00,000 per annum (so monthly pay $8333).Even at standard of living of US, this salary including bonus is fabulous. Hence,at entry level, they earn huge USD higher compared to their age. This amount is huge. This will be shock to other Finance Professioals in other fields. This salary consists of salary and bonus. Bonus component is huge compared to total income in all posts throughout hierarchy except at the more senior all positions. At this higher up level in the heirarchy, a bonus is multiple times compared to the base of salary. All these super compensation are earned by these investment bankers who are diligently, skillfully, smartly pursuing their goals in the areas like trading of securities/derivatives, Merger & Acquisition, IPOs etc. which produce fantanstic topline of the company throughout US specially around NEW YORK.

Stress in this job

This salary including bonus sounds sweet and but also very stressful. This job has a lot of stress and they work always like warlike situations. Addition to this, there is no fixed hour of working (which may extend to upto 20 hours a day or more depending on the situation) specially in Merger & Acquisition, IPOs. I have slight knowledge of working pattern of Golden Sach in Newyork(my close relative was working there).This office is open 24 hours along with canteen for refreshments and food so that they need not go to their residence or elsewhere. In the lower hierarchy (like Associate and Senior Associate) have to go through continuously stress with erratic hour of

working. They come at office 7am along with seniors. Juniors leave in office around 2/3/4 am depending on load. This is because seniors officers delegate their work to juniors around 9 pm for preparation of materials for next day presentations to clients which are known as PITCHING. Next day,around 7am in morning, seniors come for getting a briefing on presentation to clients which was delegated last night around 9 pm for clients. Most of these of lower hierarchy officers, in their early twenties, sometimes break mentally with unbearable stress and become sick. Higher up executives like VP and Managing Director have reasonable working time in the office.

Why financial professionals are crazy to be investment bankers

1) Psychological Attraction

They are attracted when they see a young investment banker are coming out of a luxurious car. They also see young investment banker wearing class suits. Glamour is right but the beholders do not know behind all these glamours, there is enormous stress, smart intelligence and almost working round the clock for years to match up this lifestyle.

2) They are paid enormous money

It is true. They get every month fat salary. Apart from salary, periodically, they get bonus which is multiple times over salary depending on in which company, they are employed. This is the real motivation. However, in investment banking has greater risky compared to other jobs for Finance Professionals.

3) Status of Investment Banker

They are termed financial wizard and successful financial professionals. They draw prestige and also attention. When there is interactions on financial topics, they seek their views specially on Investments, M&A, Loan, Mortgages. Outsiders give weight on your views.

4) Passion for Finance

Many young persons, from earlier age, they are motivated to be Finance Professionals. Their finance sense is excellent. Some people has the great ability of analysis of financial figures. After completing of university degree, they opt for investment banking.

5) Elevated Expectation

Some young persons have good background from where they come. Mostly, they come from families whose profession is jobs and practice as a financial professionals. They work mostly in hedge funds and investment banks. Hence, they are motivated to join investment banking.

6) Multiple skills in Investment Banking

Apart from powerpoint presentation, communication and excel skills, by virtue of their nature of work,they are partly sales/marketing professionals when they pitch to prospective clients. They also know how to work in difficult situations and in challenging situations. They have all square abilities. After leaving this job, at senior level, they get ample opportunities for growth in other sectors. This is the reason when some people join as investment banker.

Nature of this job – sell- side and buy- side

There are two types of transactions in Investment Banking. They are Sell-side and Buy-side transactions. Sell-side means to Investment Bankers who are working on a Merger & Acquisition (M&A)deal where their client is selling their companies. On the other hand, Buyer-side means Investment Banker's client is acquiring a company in M&A deal. Transactions and activities on these two sides (Sell-side and Buy-side)are opposite nature from the perspectives of Buyer and Seller in M&A.

When you are engaged in sell-side transaction you deal:

1) Start initiating activities with methodology so that your customer can understand how to proceed differently in respect of disposing minority stake, majority stake, merge into a new entity, and so on. Invest banker makes a list a of Dos and DO NOTs for their customer to deal in all respective transactions
2) Simultaneously, investment banker would start short listing prospective investors list
3) When you zeroed down the TARGET, you will have to make a short note (known as Teaser) on TARGET Company with no mention of their name along with a Non-disclosure Agreement (NDA)which is a legal document stating that someone should not disclose to anyone on certain private information about the company they are working and prospective investor will sign to know additional information.
4) Simultaneously to the teaser, you would be making a confidential information memorandum in powerpoint deck that details about the target company and the markets where they make businesses.
5) When you get signed NDA, you will have to send the investor memorandum to the prospective investors and wait for the result for a few weeks to get feed back from them.
6) During transition time, you can make an approximate valuation based on similar public company, past transactions in similar companies, and DCF (depending on which is more suitable) to zerodown for what the concerned firm is approximate valued at and where you desires the investors offers to come finally.
7) After a few weeks prospective investors would come with a (NDA)non-binding offer with the initial purchase price.
8) Next step is Due Diligence which will consume approximately 4 months. It is more coordination work with team of the buyers diligence.
9) When due diligence is finished then negotiation is finalized. This final step are dealt by more senior members in team.

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WIRC Associate Members – August 2021

M.No.	NAME	CITY
50806	Sai Ashish Joshi	Pune
50807	Sanket Arun Joshi	Pune
50817	Anand Naresh Choudhari	Akola
50819	Ninadkumar Harshadkumar Joshi	Vadodara
50826	Robin Singla	Pune
50829	Sukhada Sudhir Ranade	Badlapur (East)
50834	Princy Shaileshkumar Shah	Ahmedabad
50837	Megha Murali Nair	Mumbai
50840	Tadikamalla Vsn Sasidhar	Mumbai
50846	Haraprasad Mishra	Nagpur
50852	Prateek Sharma	Gwalior
50858	Prakash Hasmukhlal Ganatra	Vapi
50859	Jai Kundalik Gadakh	Nashik
50861	Himanshu Sunil Joshi	Thane (West)
50862	Deepali Prasad Shinde	Mumbai
50863	Vimal Gautambhai Nagar	Ahmedabad
50864	Rajendra Kumar Sarangi	Pune
50873	Dinesh Bhaskar Shetty	Mumbai
50880	Trupti Swapnil Yeole	Pune
50883	Jokhi Marzun Eruch	Ahmadabad
50885	Kashif Ayyub Ansari	Nagpur
50888	Anmol Choubey	Bhilai (C. G.)
50890	Ninad Chandrakant Sawant	Palghar
50892	Shrey Narendra Sanghvi	Ahmedabad
50895	Ashis Dev	Navi Mumbai
50898	Vihangkumar Vijaykumar Dixit	Bharuch
50901	Onkar Subhash Mahalinge	Parli-vaijnath
50904	Darshan Naren Nandu	Mumbai
50907	Rajdeb Halder	Pune
50910	Neeraj Pravin Alat	Mumbai
50912	Nancy Davendar Gupta	Surat
50915	Anita Dharmeshbhai Thumar	Surat
50917	Shabnoor Shakur Sayyed	Pune
50924	Smita Suresh Ambre	Mumbai
50930	Sunny Jagdishbhai Prajapati	Surat
50932	Jatin Haridas Kanani	Ahmadabad
50933	Akshata Rajendra Mahajan	Pune
50941	Karishma Chandak	Raipur

M.No.	NAME	CITY
50942	Pinazbanu Javidmiya Shaikh	Vadodara
50945	Shubham Nandu Dighe	Pune
50946	Reshma Rani Warde	Durg
50947	Komal Jain	Bhilai Charoda
50949	Ashutosh Atul Phatak	Pune
50950	Anandkumar Rameshbhai Patel	Ahmedabad
50953	Umesh Shahaji Mundhe	Pimpri Chinchwad
50957	Khanoj Anant Jadhav	Mumbai
50958	Priya Purushottam Kokane	Nasik
50964	Shrivathsan Chandrasekaran	Chandrapur
50975	Potta Santhosh Kumar	Durg
50977	Sagarkumar Himatlal Somjiyani	Uran
50979	Shubham Ashokkumar Kedia	Surat
50980	Vaibhav Kiranrao Deshpande	Silvassa
50982	Madhuri Vatsal Patel	Navsari
50983	Pandya Dhrutika Aswinkumar	Vadodara
51002	Aditya Mohan Tambe	Mumbai
51003	Swasti Sanjay Gupta	Mumbai
51004	Charul Govindji Haria	Mumbai
51006	Sagar Sadashiv Chalke	Sangli
51008	Nainesh Prakashbhai Poriya	Surat
51013	Khiste Sampada K	Pune
51015	Sachin Pravin Rajgor	Mumbai
51027	Jalandar Bhagwant Dake	Ichalkaranji
51035	Rajesh Kumar Bagrecha	Mumbai
51036	Reshmi Chakrabarty	Mumbai
51037	Hasan Najmuddin Jambughoda	Mumbai
51038	Vina Anna Bankhele	Navi Mumbai
51039	Tejaswini T	Bhilai Charoda
51046	Leena Shailesh Karanjkar	Pune
51051	Ujwala Nilesh Pachundkar	Pune
51052	Ashish Ashok Lachhwani	Deolali
51057	Arpan Ghosh	Bhilai
51063	Kunal Sanjay Nalwaya	Surat
51076	Himanshu Shrivastava	Bhilai (C. G.)
51079	Vasudev Hiteshkumar Purohit	Vadodara
51081	Shraddha Shekhar Narvekar	Mumbai
51085	Amar Rajwani	Durg

Activities of WIRC & Chapter News

No.	Date	Title of Event	Chief Guest	Speaker/s	Brief about Event
			WIRC		
1	21-08-2021	Webinar on Draft Valuer Bill: Professional opportunity			WIRC has organised a Webinar on Draft Valuer Bill: Professional opportunity jointly with The ICAI Nasik Ojhar Chapter. CMA Harshad Deshpande, Immediate Past Chairman WIRC-ICAI & Registered Valuer & Insolvency Professional was the speaker. CMA Swapnil M Kharade, Chairman, The ICAI Nasik Ojhar Chapter introduced the speaker and also proposed vote of thanks.
2	3/4-9-2021	Felicitation Function of Final & Intermediate Students of December 2019 & 2020			
			AHMEDABAD		
1	06-08-2021	CEP on MOOWR & RODTEP Schemes, Features, Benefits & Eligibility	---	CA Bhadresh Vyas	CMA Kartik Vasavda, Chairman of Baroda Chapter, welcomed present members and CMA Ashish Bhavsar program Co-coordinator has welcomed & introduced speaker CA Bhadresh Vyas and participants. CA Bhadresh Vyas gave detailed presentation and explained about MOOWR and RODTEP Schemes, features, Benefits & Eligibility. There was detailed and healthy discussion between all the participants on the subjected topic. More than 90 participants were present in the webinar. CMA Malhar Dalwadi, Chairman of Ahmedabad chapter proposed vote of thanks.
2	07-08-2021	CEP on Export Benefits & Schemes – A tool to Maximize Profitability	---	CA Minal Mehta Buch	CMA Malhar Dalwadi, Chairman of Ahmedabad Chapter, welcomed present members and CMA Ashish Bhavsar program Co-coordinator has welcomed & introduced speaker CA Minal Mehta Buch and participants. CA Minal Mehta Buch gave detailed presentation and explained on subject of webinar in very lucid manner. There was detailed and healthy discussion between all the participants on the subjected topic. 70+ members participated in the webinar. CMA Priyank Vyas proposed vote of thanks.
3	07-08-2021	10th Anniversary celebration of Chapter premises	---	---	ICAI-Ahmedabad chapter celebrated its 10th anniversary of Chapter premises on 7th August'21. Managing Committee Members, Staff members and Students of Chapter participated in the celebration program. A Cake cutting program was performed by CCM CMA Ashwin Dalwadi, RCM CMA Ashish Bhavsar and Chairman of Chapter CMA Malhar Dalwadi along with other Managing Committee.
4	13-08-2021	CEP on 'GST Audit'	---	CMA Vandit Trivedi	CMA Azahar Patel welcomed present members and CMA Ashish Bhavsar program Co-coordinator has welcomed & introduced speaker CMA Vandit Trivedi and participants. CMA Vandit Trivedi gave detailed presentation and explained on subject of webinar. There was detailed interaction between all the participants on the subjected topic. More thn 50 participants have attended the webinar. CMA Mitesh Prajapati, Secretary Ahmedabad Chapter has proposed vote of thanks
5	14-08-2021	CEP on GST Appeal Provisions & Possible litigation: What the future be holds?	---	Advocate Samir Siddhapura	CMA Uttam Bhandari, PD Committee Chairman of Ahmedabad Chapter, welcomed present members and CMA Ashish Bhavsar program Co-coordinator has welcomed & introduced speaker Advocate Samir Siddhapura and participants. Mr. Samir Siddhapura gave detailed presentation and explained on subject of webinar. There was detailed interaction between all the participants on the subjected topic. 55 participants have attended the webinar. CMA Mihir Vayas proposed vote of thanks
6	15-08-2021	Series of events on the 75th Independence Day of India i.e. on 15th August'2021.	CMA H C Shah	---	Event 1 : Flag hoisting Ceremony : Flat hoisting ceremony was held @ 7.30am at Chapter premises. CMA H C Shah, Guest along with CCM CMA Ashwin Dalwadi hoisted the flag. RCM of WIRC CMA Ashish Bhavsar, Chairman of Chapter CMA Malhar Dalwadi, Vice Chairman of Chapter CMA Dakshesh Choksi, Secretary of Chapter CMA Mitesh Prajapati, Treasure CMA Aparna Bhonde other office bearers, students, parents of students and staff members of chapter were present during the Flag hoisting ceremony. Flag hoisting was followed by National Anthem.
			---	---	Event 2 : Cultural Program : CMA students performed on the various themes like "Gujarati Folk Dance", "Glorious Journey of 75 years of Independence" and performance on "Patriotic Song" on occasion of 75th Independence day under the able leadership of Treasurer and Chairperson of Ladies wing CMA Aparna Bhonde. The program was well appreciated by the audience.
			Mr. Naveen Trivedi	---	Event 3 : Felicitation of Staff members and CMA Qualified Students : A felicitation program of staff members and Dec-2019 and Dec-2020 qualified CMA was organized at Haribhai Charitable Trust Hall. Mr. Naveen Trivedi was the Chief Guest and CMA H C Shah and CMA Bhadresh Mehta was Guest of honour of the program. CCM CMA Ashwin Dalwadi, RCM of WIRC CMA Ashish Bhavsar, Chairman of Chapter CMA Malhar Dalwadi, Vice Chairman of Chapter CMA Dakshesh Choksi, Secretary of Chapter CMA Mitesh Prajapati, Treasure CMA Aparna Bhonde other office bearers, students, parents of students and staff members of chapter were present program. Chairman CMA Malhar Dalwadi gave welcome speech and introduction of the dignitaries on the dias. The program was followed by the felicitation of staff members of Chapter and students of Dec-2019 and Dec-2020 exam pass out by a memento. A memento "CMA H C Shah Gold Medal" was also offered to Mihir Tripathi, who secures 1st Rank at Ahmedabad Chapter in final exam of Dec-2020. CMA Mitesh Prajapati proposed vote of thanks and conclude the program with National anthem.

No.	Date	Title of Event	Chief Guest	Speaker/s	Brief about Event
			---	---	Event 4 : - Blood Donation Camp : A Blood donation camp was also a part of event at chapter on 75th Independence Day of India. Large numbers of students and members have participated in the blood donation camp and 51 numbers of bottles were collected for the noble cause.
7	20-08-2021	CEP on IBBI Security and Financial Asset Valuation Exam - A New Avenue for Upcoming Practioners		CMA Jaymin Bhatt	CMA Malhar Dalwadi Chairman of Ahmedabad Chapter, welcomed present members and CMA Ashish Bhavsar program Co-coordinator has welcomed & introduced speaker CMA Jaymin Bhatt and participants. CMA Jaymin Bhatt gave detailed presentation and explained on subject of webinar. The program was well appreciated by the participants. Large number of members participated in the program. Vote of thanks proposed by CMA Mitesh Prajapati-Secreatry, Ahmedabad Chapter.
8	21-08-2021	CEP on Gujarat State Industrial policy 2015 and 2019 - Policy - Procedure – Challenges		CMA Anuj Agrawal	CMA Malhar Dalwadi Chairman of Ahmedabad Chapter, welcomed present members and CMA Ashish Bhavsar program Co-coordinator has welcomed & introduced speaker CMA Anuj Agrawal gave detailed presentation and explained on subject of webinar. The program was well interactive. 50+ members participated in the program. Vote of thanks proposed by CMA Nilesh Mistry.
9	24-08-2021	CEP on Multi-Disciplinary Partnership New Horizon of Practice		Moderator - CCM-CMA Ashwin Dalwadi; Speakers : CMA-RCM Ashish Bhavsar, CMA Sharad Puranik and CMA B F Modi	CMA Malhar Dalwadi welcomed Moderator, Speakers and participants of the program and CMA Mitesh Prajapati gave introduction of Moderator and all speakers. All the speakers gave detailed presentation and explained on subject of webinar. 100+ Members participated from various places attended the program. The whole program including question/answer session was very interactive and found useful to the participants. Vote of thanks was proposed by CMA Kartik Vasavda Chairman Baroda Chapter.
10	During the Aug'21	Career Counselling Activities			During the month of August 2021, Chapter has done promotional activities for CMA course. As part of Career counselling activity, CMA Mitesh Prajapati, Secretary and Oral Coaching Committee Chairman along with admin person met principals of different schools, Colleges, universities and owner of Private classes. During the month chapter has conducted promotional activities at 10+ Schools, Private Coaching classes and colleges.
BHARUCH-ANKLESHWAR					
1	29-08-2021	Inauguration of New Batch of Coaching & Felicitation Function			Chapter has organized new batch inauguration & Felicitation function to felicitate CMA Dinesh Birla, Chairman WIRC on 29th August 2021. CMA R A. Mehta, Chairman Bharuch-Ankleshwar Chapter felicitate CMA Dinesh Birla. CMA Dinesh Birla explained the importance of CMA course nicely which was covered in local news channel for benefit of profession as well as nation. On the occasion Committee members of Surat-South Gujarat were also present. CMA S.N. Mundra coordinated entire programme.
KALYAN-AMBERNATH					
1		Seven days Industry Oriented Training			Chapter organized Virtual 7 days Industry Oriented Training commencing on 23rd August 2021 to 29th August 2021 for final students appearing for December 2021 examination. CMA Gopichand B. Shamnani, Chairman of Chapter welcomed faculty and students and explained how students will be benefited by updated knowledge shared by faculties during 7 days of training. Eminent and experienced faculties of colleges and professionals were invited to deliver lectures.
PIMPRI-CHINCHWAD-AKURDI					
1	31.7.2021	Dairy Industry: Session 4 – Strategic Cost Management		CMA M. R. Naidu	Welcome by Vice-Chairman CMA Pradeep Deshpande and Introduction by CMA Sagar Malpure - Chairman - P D Committee. CMA Naidu in his speech focused on Cost Management Efforts in which he explained in detail on the topic Value Chain – Dairy Industry, Milk Procurement Challenges, Milk Processing Challenges etc. He further briefed on how do you complete Strategic Positioning Analysis, Strategic Financial Themes, Price Determination, Value Innovation, The Value Creators, Customers Value Proposition, Customer Satisfaction etc. Then he focused on Cost Driver Analysis – Structural and Executional, Non-Financial Metrics, Activity Based Costing etc.
2	1.8.2021	Inauguratаion of Coaching Classes			CMA Dhananjay Kumar Vatsyayan, Chairman of PCA Chapter has welcomed and introduced the Chief Guest CMA Chandrakant Modak, Past Chairman of Navi Mumbai Chapter and CFO – Renews India Pvt. Ltd., Mumbai. CMA Dhananjay Kumar Vastyayan in his speech focused on the activities of the Chapter. CMA Chandrakant Modak in his speech congratulates all the students for choosing CMA option and guided them about future career.
3	7.8.2021	Dairy Industry Session 5: Cost&Management Accounting Mechanism / Practices in Dairy Industry-Part II		CMA Anand B. Karpe	Welcome by Chairman CMA Jayant Hampiholi and Introduction by Secretary CMA Pradeep Deshpande. CMA Anand Karpe in his speech focused on special features/aspects on Dairy Business. He also briefed on important processes on milk product.

No.	Date	Title of Event	Chief Guest	Speaker/s	Brief about Event
4	14.8.2021	Atma Dipo Bhavah – Manage Yourself		CMA Dhananjay Kumar Vatsyayan	Welcome and introduction by CMA Ashish Deshmukh, Past Chairman - PCA Chapter . CMA Dhananjay Kumar Vatsyayan in his speech told the meaning of 'Atma Dipo Bhavah' in lucid language. He also briefed on Obstacles of Life and its solution, God & Human, God interacting with Human, Dharma & Religion, Papam & Punyam (Sin & Holy work), Self Management and Impact of Self Management. He further covered the topic such as – • Types of Learner • Learning in Meditation • Learning by Other Mistake • Obstacles of Life • Problems, Reasons & Solutions • Handling Relationship • Dimensions of Success • Lack of Resources • Success from Zero • Dharma Vs Religion • Who Am I? • You and the World etc CMA Dhananjay Kumar Vatsyayan in his speech told the meaning of 'Atma Dipo Bhavah' in lucid language. The Sanskrit words are used as it is, where ever possible. Name of persons, places, scriptures & incidents are only for example. It is not for the purpose to glorify or demean any person, group or society. He further briefed on Obstacles of Life and its solution, God & Human, God interacting with Human, Dharma & Religion, Papam & Punyam (Sin & Holy work), Self Management and Impact of Self Management.
5	15.8.2021	Flag Hoisting Ceremony			"Chapter has celebrated Flag Hoisting Ceremony on the occasion of the 75th Independence Day of India on 15th August 2021 at CMA Bhawan by keeping social distancing. On this occasion CMA Dhananjay Kumar Vatsyayan, Chairman of PCA Chapter hoisted the flag. Managing Committee Member and staff of PCA Chapter present for this event. The function was followed by national anthem.
6	16.8.2021	Vaccination for Members and Students			Chapter has organised Covishield Vaccination for Members and Students from 16th August 2021 onwards at CMA Bhawan. The event was started with the help of Hon'ble Shri. Tushar Hinge, Vice-Mayer, Pimpri Chinchwad Municipal Corporation. More than 100 students have taken First Vaccination within 10 days. This event will keep continue up to availability of First and Second doses of Covishield Vaccination.
7	21.8.2021	Integrated Reporting: Beyond Financial Numbers		CMA Dr. S K Gupta	"Welcome and introduction by CMA Sagar Malpure - Chairman - P D Committee. CMA Dr. Gupta in his speech narrated about corporate reporting which is an essential means by which companies communicate with investors as part of their accountability and stewardship obligations. The current financial reporting model was developed in the 1930's for an industrial world. In general, the model provides a backwards-looking review of performance and does not provide enough relevant information for decision- making today. The world is changing. It's a VUCA World.
Pune					
1	31.07.2021	Interplay of TDS and TCS on Sale of Goods and Challenges		CA, CMA Sunil G Ingale	Chapter arranged Webinar jointly with Solapur Chapter. Welcome address was delivered by CMA Murali Iyengar,Chairman of ICAI-Solapur Chapter. Speaker CA, CMA Sunil G Ingale(Secretary-ICMAI Solapur Chapter) explained concept of TDS and TCS on Sale of Goods and Challenges .The session was very informative.CMA Amol Kshirsagar Member of ICAI-Solapur Chapter welcomed the participants. CMA Rahul Chincholkar,Member of ICAI-Pune Chapter introduced the Speaker. CMA Amol Kshirsagar delivered vote of thanks.
2	13.08.2021	Ayurveda In Post Covid complications		Dr.Shweta Labde	CMA Nilesh Kekan Member of ICAI-Pune Chapter welcocmed & introduced the Speaker Dr.Shweta Labde.She explain about the hurdles like Fatigue, mental confusions, bodyache, coagulaopathies, Mucormycosis and many more conditions which make daily living a struggle in the journey of COVID recovery. She guides on how to overcome these challenges with Ayurvedic treatment and lifestyle to make our Post COVID life healthy.The session was very informative.CMA Nilesh Kekan delivered vote of thanks.
3	15.08.2021	Independence Day celebration	1.CMA Neeraj Joshi, CCM, ICAI 2.CMA Chaitanya Mohrir,RCM, WIRC		Chapter celebrated 75th Independence Day by Flag hoisting ceremony on 15th August 2021 at Chapter premises. In this pandemic situation I Chapter had organised a web-cast of the Independence Day Flag hoisting programme, in order to reach out to members at large, who would not be able to physically join the celebrations due to the social distancing norms. CMA Neeraj Joshi, CCM, ICAI unfurled the flag. This was followed by recital of National Anthem. CMA Chaitanya Mohrir, RCM WIRC, CMA Nilesh Kekan, Treasurer ICAI-Pune Chapter, CMA Abhay Deodhar,Committee Member,ICAI-Pune Chapter,CMA N K Nimkar,CMA Pramod Dube, Past Chairman, CMA Meena Vaidya ,Past Chairperson, ICAI- Pune Chapter, CMA Chitnis, Member & Staff were present for the ceremony.Large no of members & Students joined the ceremony.

No.	Date	Title of Event	Chief Guest	Speaker/s	Brief about Event
4	20.08.2021	Discussion on draft Multi-Disciplinary Partnership (MDP)		CMA Neeraj Joshi,CCM, ICAI	ICAI Pune Chapter arranged CEP Webinar on the subject "Discussion on draft Multi-Disciplinary Partnership (MDP)"on 20th August 2021 through GOOGLEMEET video conferencing tool.CMA Neeraj Joshi,CCM,ICAI was Speaker for the Webinar. He has highlighted and explained the points given on draft Multi-Disciplinary Partnership. CMA Nilesh Kekan ,Treasurer, ICAI-Pune Chapter welcomed & introduced the Speaker to the participants. The session was very informative & knowledge sharing.
5	21.08.2021	Industry 4.0 and Finance		Dr.Bhooshan Kelkar	CMA Rahul Chincholkar, Member oPune Chapter welcomed & introduced the Speaker to the participants.The session was very educative & knowledge sharing. CMA Shrikant Ippalpalli, Member of ICAI-Pune Chapter delivered vote of thanks.
			SURAT - SOUTH GUJARAT		
1	05-08-2021	Press Meet			Chapter hosted a Press Meet at the Chapter's premises. CMA Nanty Shah ,Chairman, CMA Keval Shah , Vice Chairman, CMA Mahesh Bhalala, Secretary, CMA Kishor Vaghela, Treasurer, CMA Bharat Savani, Immediate Past Chairman, CMA Brijesh Mali, Past Chairman joined the Meet. The Press Meet was being held for the declaration of the Scholarship Scheme intoduced by the Managing Committee of the Chapter
2	07-08-2021	CEP on "Decoding Multi-Disciplinary Partnership (MDP) Guidelines and Collection of Suggestions from Members"		CMA Neeraj Joshi, CCM	CMA Kishor Vaghela, Treasurer gave introduction of the Speaker to the members. CMA Nanty Shah, Chairman felicitated the speaker and CMA Bharat Savani, Vice Chairman felicitated CMA Neeraj Joshi with the memento. CMA Neeraj Joshi discussed about drafting new rules of the Multi- Disciplinary Partnership and asked for the suggestions from members. About 35 members and students attended the session. CMA Rakesh Verma, Member of the Chapter presented vote of thanks.
3	12-08-2021	Chapter's Representation to "The South Gujarat Co-operative Banks Association Ltd."			The Chairman of the Chapter CMA Nanty Shah along with the Vice Chairman CMA Bhanwar Lal Gurjar, CMA Kishor Vaghela (Treasurer) and Past Chairman CMA Brijesh Mali represented the Chapter at The South Gujarat Co-operative Banks Association Ltd., Surat. The purpose of the visit being the inclusion of CMA as qualification required in the co-operative banks vacancies and also to provide training opportunities to CMA students in Co-operative banks. The Committee members met cooperative bank association President and Vice President and handed over information of BFSI courses, gave BFSI Material on lending to MSME, gave representation to include our members and students in professional and career opportunities, and also handed over list of PCMAs currently in chapter limits.
	15-08-2021	Independence Day Celebration and Chess Competition			Chapter celebrated 75th Independence Day at the Chapter's campus. CMA Nanty Shah, Chairman of the Chapter hoisted the flag along with CMA Bhanwar Lal Gurjar – Vice Chairman, CMA Mahesh Bhalala – Secretary, CMA Kishor Vaghela- Treasurer, CMA Brijesh Mali, Past Chairman and Members of Managing Committee, CMA Pankaj Kannaujiya Members of Managing Committee and Immediate Past Secretary of the Chapter. Chess Tournament being organized at chapter office on same day. 23 Students and Members actively participated in Chess Competition
	16-08-2021	Chapter's Representation to "The Akhand Anand Co-operative Bank."			CMA Nanty Shah, Chairman of the Chapter along with the Member of the Chapter CMA Ashwin Ambaliya represented the Chapter at Akhand Anand bank and met Hon. MD of the bank, and submitted list of practicing CMAs in chapter boundry, for professional opportunity. Bank have shown readiness to take trainees under practical training scheme of institute for purely back office work.
4	25-08-2021	Chapter's Representation to "Surat District Cooperative Bank."			CMA Nanty Shah-Chairman & CMA Mahesh Bhalala- Secretary represented the Chapter at Surat District Cooperative Bank and had pleasure to interact and represent to Surat district cooperative bank MD Shri Mahavirsinh Chauhan and special executive Indrasinh Mahidajee and submitted list of practicing members for their kind consideration
5	28-08-2021	Chapter's Representation to "Surat Mayor's Office."			CMA Nanty Shah- Chairman along with CMA Dinesh Birla, Chairman WIRC and with the CMA Bhanwar Lal Gurjar, Vice Chairman, CMA Mahesh Bhalala, Secretary CMA Bharat Savani , Immediate Past Chairman, represented the Chapter at Surat Mayor's office and WIRC Chairman felicitated Surat City Mayor Smt. Hemali Boghawala. And got the privilege to brief the Mayor about The Institute of Cost Accountants of India
6	28-08-2021	Chapter's Representation to "Urban Ring Development Corporation Ltd."			CMA Nanty Shah- Chairman along with CMA Dinesh Birla, Chairman WIRC and CMA Bhanwar Lal Gurjar, Vice Chairman, CMA Mahesh Bhalala, Secretary, CMA Bharat Savani, Immediate Past Chairman felicitated newly appointed CFO at URDC CMA Brijesh Mali who is also a committee member at the Surat Chapter-ICAI and Past Chairman at Chapter during 2019-20.
7	28-08-2021	Chapter's Representation to "The Southern Gujarat Chamber of Commerce."			CMA Nanty Shah- Chairman along with CMA Dinesh Birla Chairman WIRC and CMA Bhanwar Lal Gurjar, Vice Chairman, CMA Mahesh Bhalala-, Secretary, CMA Bharat Savani, Immediate Past Chairman, representated the Chapter at "The Southern Gujarat Chamber of Commerce." and felicitated the Chamber's President Shri Ashish Gujarati and briefed about CMA.
8	28-08-2021	"CEP on "Introduction & Planning of Stock Audit" "How to Conduct Stock Audit""	CMA Dinesh Birla, Chairman WIRC	CMA Fenil Shah and CA Gopal Dhakan,	Chapter has organized a Seminar on "Stock Audit" on 28th August 2021 at Chapter Office. CMA Mahesh Bhalala- Secretary of the Chapter welcome the Dignitaries and the Members. CMA Bhanwar Lal Gurjar- Vice Chairman introduced the dignitaries to the members. CMA Nanty Shah- Chairman of the Chapter felicitated Chief Guest CMA Dinesh Birla, CMA Mahesh Bhalala- Secretary felicitated CA Gopal Dhakan and CMA Kishor Vaghela felicitated CMA Fenil Shah. After the Chairman's and Vice Chairman's address, The Chief Guest graced the event by addressing the gathering and sharing his journey and future prospects and possible developments to be done.

CMA Dinesh Birla, Chairman WIRC & Chief Guest being felicitated by CMA Nanty Shah, Chairman Surat-South Gujarat Chapter during the CEP organised by Surat-South Gujarat Chapter

CMA Dinesh Birla, Chairman WIRC & Chief Guest addressing the august gathering during CEP on Stock Audit organised by Surat South Gujarat Chapter.

CMA Bhanwarlal Gurjar Vice Chairman SSGC, CMA Fenil Shah, Speaker, CMA Dinesh Birla, Chairman WIRC & Chief Guest, CMA Nanty Shah, Chairman SSGC,, CMA Gopal Dhakan, Speaker, CMA Mahesh Bhalala, Secretary SSGC during Lighting of lamp ceremony during CEP on Stock Audit organised by Surat-South Gujarat Chapter

CMA Dinesh Birla, Chairman WIRC, along with CMA Nanty Shah, Chairman, CMA Bhanwarlal Gurjar, Vice Chairman, CMA Mahesh Bhalala Secretary and CMA Bharat Savani Immediate Past Chairman of Surat-South Gujarat Chapter met Mr. Ashish Gujarati, President of The Southern Gujarat Chamber of Commerce to discuss about possible future joint activities.

CMA Dinesh Birla, Chairman WIRC, along with CMA Nanty Shah, CMA Mahesh Bhalala, Secretary and CMA Bharat Savani, immediate Past Chairman met Smt. Hemali Boghawala, Mayor of Surat City, and briefed her about the recent activities of the Chapter and profession.

CMA Brijesh Mali, Past Chairman of Surat-South Gujarat Chapter is being appointed as CFO of Outer Ringroad Development Corporation, The SPV formed under the order of State Government, and part of Surat Smart City Project.

Independence Day Celebrations at Ahmedabad Chapter

Independence Day Celebrations at Pune Chapter.

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WIRC Staff welcomes New Chairman of WIRC CMA Dinesh Kumar Birla, after taking over as Chairman WIRC for 2021-22 on 3rd September 2021.

CMA Debasish Mitra, CCM, CMA Harshad Deshpande, RCM, CMA Dinesh Kumar Birla, Chairman WIRC and CMA Arindam Goswami, RCM during Felicitation Function organised by WIRC for Final passed students on 3rd September 2021

CMA Kalpesh Mody, Head –Legal, Compliance and Company Secretary and the Chief Financial Officer (CFO) at STCI Primary Dealer Limited, CMA Harshad Deshpande, RCM, CMA Dinesh Kumar Birla, Chairman WIRC during Felicitation Function organised by WIRC for Intermediate passed students on 4th September 2021

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