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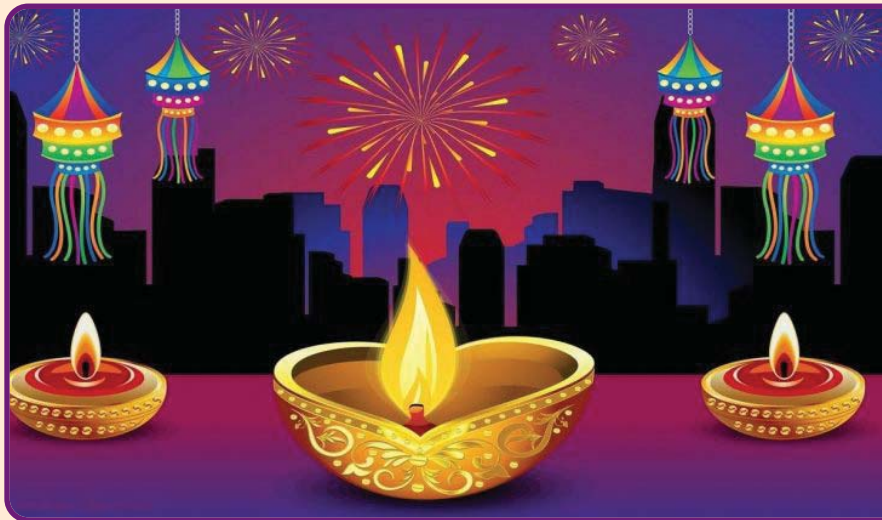
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CMA Kedar Narayan Upadhye, Global CFO, CIPLA Ltd. lighting the lamp during Students' Felicitation Function organised by WIRC at Sydenham College on 16th September 2019.



CMA Neeraj Joshi, Chairman WIRC felicitating CMA Kedar Narayan Upadhye, Global CFO, CIPLA Ltd. during Students' Felicitation Function organised by WIRC at Sydenham College on 16th Sept. 2019. Also seen CMA Chaitanya Mohrir, RCM-ICAI, CMA (Dr.) Ashish P. Thatte, CCM-ICAI, CMA Vinayak Kulkarni, RCM WIRC



WIRC
*wishes all
Members &
Students
Happy Diwali*

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CMA Ajinkya Karnik, CFO of Fuchs Lubricants (I) Pvt. Ltd. is being felicitated by CMA Neeraj Joshi, Chairman WIRC during 12 days Pre Campus Inauguration Session held on 14th September 2019.



CMA Vinayak Kulkarni, RCM WIRC, CMA Ashish Bhavsar, Hon. Secretary, WIRC, CMA Neeraj Joshi, Chairman WIRC, CMA (Dr.) Ashish P. Thatte, CCM-ICAI during Faculty Meet organised by WIRC on 14th September 2019.



Mr. Kamlesh Sharma, DGM - Foreign Exchange Department, RBI is being felicitated by CMA (Dr.) Ashish P. Thatte, CCM-ICAI during Joint Programme organised by WIRC-ICAI & WIRC-ICSI on 27th September 2019 at WIRC office.



CMA Ashish Thatte, CCM-ICAI & CMA Vinayak Kulkarni, RCM-ICAI felicitating Chief Guest CMA G. K. Das, General Manager, JNPT during valedictory session of 12 days Pre Campus held on 25th September 2019.



CMA Ravindra Joshi felicitating CMA Rohan Dhoptkar, Speaker during CEP organised by WIRC on 15th September 2019 at Thane SMFC. Also seen CMA Vinayak Kulkarni, RCM WIRC and Shri Ashok A. Nikam, Income Tax Officer



CMA S.S. Dongare felicitating Mr. Parag Prabhudesai during CEP Organised by WIRC on 22nd September 2019 at CKP Hall, Dombivli. Also seen CMA Vinayak Kulkarni, RCM WIRC



Congratulations !!!

Pune Chapter's new building "CMA BHAWAN" has received the Gold Green Building Rating from Indian Green Building Council (IGBC) under the New Building Category.

IGBC's rating system assesses the design, practices & solutions used to construct buildings to conserve & better utilize natural resources to reduce environmental impact. Some of the features for CMA Bhawan's Green Building rating include 44% of energy saving using efficient light fixtures and building equipment use of low flow fixtures for water reduction, 20 KV solar PV plant to offset the conventional energy consumption.

Award ceremony was recently held during Green Building Congress 2019, at Hyderabad. On behalf of ICAI - Pune Chapter, CMA Sujata Budhkar, Chairperson and CMA Smita Kulkarni, Secretary ICAI - Pune Chapter received an award with the hands of Ar Tai Lee Sang, Immediate Past Chair, World Green Building Council.



From the Desk of Chairman

Dear CMA Professional Colleagues,

The Festive Season is upon us. I take this opportunity to wish you and your family a Very Happy Diwali & Very Happy and Prosperous New Year!!! May the Goddess Laxmi shower all her blessings on you and your loved ones.

Over the last month WIRC has conducted many programs on matters of professional interest. I specially note the efforts of CMA Vinayak Kulkarni, RCM & CMA (Dr.) Ashish Thatte, CCM in this regards. The response from the members has also been encouraging. I am sure that WIRC will keep on continuing in its endeavour to cover topics of professional interest as part of its CPD activity. I also urge the members to come forward both in suggesting the topics and also for conducting CEP Programs.

This month WIRC had an opportunity to host meeting of QRB as well as Technical Cell of our Institute. I along with many senior CMAs from Mumbai had an opportunity to be part of the Technical Cell Meeting of our Institute under the able Chairmanship of CMA (Dr.) Dhananjay Joshi. It was an experience to cherish. I am thankful to the Technical Cell for giving WIRC and its members an opportunity to be part of the Technical Cell discussions on matters important to both industry & profession.

WIRC was fortunate to welcome President, CMA Balwinder Singhji & Vice President, CMA Biswaroop Basu ji in its office. The President & Vice-President were felicitated by me. I look forward to a more opportune time when we can felicitate the President & Vice-President in front of all the members and members will have an opportunity to discuss professional matters with them.

"The economic issues are most vital for us and it is of the highest importance that we should fight our biggest enemies - Poverty, Unemployment - Lal Bahadur Shastri"

I have always believed that our profession has a leaning towards sociology rather than capitalism. Our Institute's CSR Initiatives declared by our Hon. President CMA Balwinder Singh ji are a testament to this ideology. It was a proud moment for WIRC when President, CMA Balwinder Singh ji chose Mumbai to make announcements regarding various CSR Activities launched by our Institute to commemorate 150th Birth Anniversary of Mahatma Gandhi ji. To mark this occasion a Press Conference was organised, which was attended by CMA

Balwinder Singh, President, CMA Biswaroop Basu, Vice President, CMA Vikas Deodhar, Former President, CMA Neeraj Joshi, Chairman WIRC, CMA (Dr) Ashish Thatte, CCM & CMA Vinayak Kulkarni, RCM. The various schemes introduced by our Institute are mentioned in the Presidents Communiqué.

This time WIRC Students have flared really well in the CMA Exam. I am pleased to inform you that this time All India First Rank (Final) is secured by our very own student. WIRC held Students Felicitation Program during the month and it was my pleasure and honour to share dais with the Chief Guest CMA Kedar Upadhye, Global CFO, Cipla Ltd.

Faculty plays a critical role in the academic success of the students. WIRC conducted the much overdue Faculty Meet during the month of September 2019. I am thankful to all the Faculty members of WIRC for their continued support to the academic activities of our Institute. Their dedication and efforts have paved way for a grand result by the students of WIRC. WIRC also received a lot of good inputs from the faculty members to improve quality of education that we provide to our students. Team WIRC is working on implementing the suggestions as effectively as possible.

This time WIRC will have honour to host Symposium on "Cost Audit - Stakeholders Value Proposition" at Mumbai. The program is scheduled for 20th December 2019. I appeal to all the CMAs and Students to block the date and attend the Symposium in large number. It is necessary for our Profession to showcase our strength in such national events.

I also note that ICAI-Pune Chapter is organising a unique program for capacity building in domain of Cost Audit. The program is planned for new CMAs. This is a welcome step and I congratulate team ICAI-Pune Chapter for this innovative step. I will request my PD Team to explore the possibility of holding this seminar at other locations as well.

The various committees for WIRC for the year 2019-20 are finalised. I am confident that the Team WIRC will work with dedication & efficiency to take the profession forward. I understand that some of my own colleagues in WIR Council are raising aspersions on the committees, but I would like to assure one and all that these are the final committees and I request all the members of the committees / task groups to start participating in the activities of WIRC.

I am glad to note that the members are becoming more and more vigilant in terms of the opportunities for fellow CMAs. The social networks are used very effectively to generate awareness about the areas where the elected representatives need to work upon. I am thank-full to all the members for their contributions. I would like to assure them that all the elected representatives, at Central, Regional & Chapter level, are working to the best of their ability for the betterment of the Profession, Members &

Students. Not only your words of caution but your words of support & trust are needed to encourage & recharge them to continue and increase their efforts.

"Satisfaction lies in the effort, not in the attainment, full effort is full victory - Mahatma Gandhi."

Sincerely Yours,

CMA Neeraj Dhananjay Joshi
Chairman, ICAI-WIRC

Brief Snapshot of the activities of ICAI-WIRC

Activities during the month of September 2019 :

Direct Taxation Month Celebrations

WIRC organised various programme as a part of DTC Month Celebrations

- CEP on Income Tax: a way forward was organised on 15th September 2019 at Thane SMFC. CMA Rohan Dhopatkar, Director - Corporate and International Tax, PricewaterhouseCoopers Private Limited was the speaker. Shri Ashok A. Nikam, Income Tax Officer also present during the programme.
- CEP on Transfer Pricing was organised by WIRC on 20th September 2019 at WIRC Office. Shri Dilip K. Shah, Joint Commissioner of Income Tax was the speaker.
- CEP on International Taxation - An Overview was organised by WIRC on 22nd September 2019 at CKP Hall, Dombivli. Mr. Parag Prabhudesai, Practising Chartered Accountant was the speaker.
- CEP on Income Computation & Disclosure Standards (ICDS) was organised by WIRC on Borivli SMF Centre on 28th September 2019. CMA Deepak Tikekar, Practising Chartered Accountant was the speaker.

Joint Program with WIRC of ICSI

- Programme on "Compounding under FEMA" was jointly organised by WIRC of ICAI and WIRC of ICSI on Friday 27th September 2019 at WIRC Office. Mr. Kamlesh Sharma, DGM - Foreign Exchange Department, RBI was the Speaker.

Other Activities

- Inauguration of Pre Campus Orientation - 14th September 2019
- UDIN Round Table Discussion - Saturday, 14th September, 2019
- Faculty Meet - 14th September 2019
- Felicitation Function - 16th September 2019
- Valedictory Session of Pre Campus Orientation - 25th September 2019
- Soft Skill Training for Intermediate Students - Started from 29th September at R.J. College & N.M. college
- 7 Days Industrial Oriented Training- Started from 29th September at R.J. College & N.M. College
- 5th Batch GST Certificate Course - started from 8th September 2019 at WIRC
- 10th Batch of RVO - started from 20th September 2019

Forthcoming Events:

- WIRC organised Series of CEP Programmes on GSTR 9 & 9C - a Detailed Analysis from 1st to 15th October 2019 at WIRC Office. Mr. Pratik Shah is the speaker.
- CEP on TDS Provision at L J Training Centre, Dadar on 5th October 2019. CMA Virag Shah is the speaker.
- CEP on Unique Document Identification Number (UDIN) at Thane SMFC on 6th October 2019 at Thane SMFC. CMA Ashish Thatte, CCM is the faculty.



An introduction to Cost Engineering

CMA (Dr.) S. K. Gupta

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No one who has responsibility for managing major, complex, high-tech programmes with a high development content will dispute the importance of the cost and financial aspects involved in the projects, or the particular difficulty of assessing and controlling costs. Cost will be a constant source of concern, particularly so when considering different technical options, in conducting cost/technical trade-offs, in establishing budgets, in the submission and evaluation of price proposals, in preparing for contract negotiations, and in assessing the cost impact of introducing changes to existing designs. The question is how to tackle these aspects to be best able to predict or assess cost, how to minimise the risk and impact of overspends against budgets, and how to ensure that there is an appropriate balance between technical aspects and the related costs.

Cost engineering essentially attempts to capture practical experience in a systematic way, to analyse that experience in order to develop tools and models which, together with expert judgement, can be applied under different circumstances to make predictions of likely cost or assessments of whether a proposed cost is reasonable. An assessment of the likely cost and risk is made taking account of past experience with similar activities and the assessment of associated trends, and of any changes in working practices and productivity gains. But cost engineering extends beyond the estimation and assessment of cost, because these capabilities can also be applied to support the aim of achieving more cost-effective results.

What is Cost Engineering and Why is it important ?

Cost is the value of an activity or asset. Generally, this value is determined by the cost of the resources that are expended to complete the activity or produce the asset. Cost is one of the three fundamental attributes associated with performing an activity or the acquisition of an asset. These are (1) price (cost), (2) features (performance), and (3) availability (schedule). The need to understand and quantify the attribute of cost spawned the engineering discipline of cost engineering. Cost engineering is the application of scientific principles and techniques to problems of estimation, cost control, business planning and management science, profitability analysis, project management, and planning and scheduling. While this definition seemingly addresses non-cost areas, it lists key engineering activities that either generate cost when they are performed or define plans and processes that cause (or influence) cost to be generated in other activities and/or assets.

Cost Engineering is the practice of applying formal processes, procedures and techniques, systematically throughout each phase of the project, in the areas of business analysis, planning and scheduling, estimating and cost control to enable the project team to forecast, and communicate, realistic end-of-job costs and completion dates continuously during the project.

The discipline of 'cost engineering' can be considered to encompass a wide range of cost related aspects of engineering

and programme management, but in particular cost estimating, cost analysis/cost assessment, design-to-cost, schedule analysis/planning and risk assessment. These are fundamental tasks which may be undertaken by different groups in different organizations, but the term cost engineering implies that they are undertaken throughout the project life-cycle by trained professionals utilising appropriate techniques, cost models, tools and databases in a rigorous way, and applying expert judgement with due regard to the specific circumstances of the activity and the information available. In most instances, the output of a cost engineering exercise is not an end in itself but rather an input to a decision making process

Cost Engineering may be defined as "A cost-focused methodology that supports the design and implementation of specifications at the lowest total cost of ownership, across the end-to-end lifecycle." This definition encompasses several elements which are critical to our view of the scope and reach of cost engineering across the business:

- **"Cost-focused."** Cost-engineering activities are focused on bottom-line impact. If they succeed, the business will save money.
- **"Supports."** While bottom-line impact is the ultimate outcome, cost engineering must also serve as an enabler within the organization. It brings stakeholders from multiple functions together to work collaboratively on the design and implementation of specifications.
- **"Lowest total cost of ownership."** Cost engineering is holistic in scope, considering all types of cost (e.g., capex and opex, together with recurring and non-recurring costs) across the entire value chain.
- **"End-to-end lifecycle."** Cost engineering is not a standalone activity; it must be an integral part of the full produce lifecycle, from initial ideation to ultimate disposal or recycling.

Dimensions of Cost Engineering

Cost engineering is an area of engineering practice concerned with the "application of scientific principles and techniques to problems of cost estimating, cost control, business planning and management science, profitability analysis, project management, and planning and scheduling. Before a company can decide whether or not a project is right for them, they need to carry out the process of cost engineering in order to be aware of any basic and possible costs they may run into during the assignment

Key objectives of cost engineering are to arrive at accurate cost estimates and to avoid cost overruns. The broad array of cost engineering topics represent the intersection of the fields of project management, business management, and engineering. Most people have a limited view of what engineering encompasses. The most obvious perception is that engineering addresses technical issues such as the physical design of a

structure or system. However, beyond the physical manifestation of a design of a structure or system (for example, a building), there are other dimensions to consider such as the money, time, and other resources that were invested in the creation of the building. Cost engineers refer to these investments collectively as "costs". Cost engineering can be considered an adjunct of traditional engineering. It recognizes and focuses on the relationships between the physical and cost dimensions of whatever is being "engineered".

Cost engineering therefore embraces many facets of project management and engineering. Cost engineering is the engineering practice devoted to the management of project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Cost Engineers budget, plan and monitor investment projects. They seek the optimum balance between cost, quality and time requirements.

Where does the Cost Engineer fit in?

Engineering Design impacts whole-life cost of products produced. Understanding true cost of a product and the cost drivers during the design stage could guide the design process to obtain more competitive solutions. Cost engineering is concerned with cost estimation, cost control, business planning and management, profitability analysis, cost risk analysis and project management, planning, and scheduling.

A successful cost engineering department is built on three pillars: people; infrastructure, tools and data; and integration into operations. Sound cost engineering thinking, planning, design, estimating, scheduling, cost plan, control, negotiation, project management, administration and execution are the bases for the realization of good engineering projects and services, which are the cutting edge of twenty first (21st) century technology.

The Cost Engineer plays a key integration role on projects. The Cost Engineer must liaise and co-ordinate primarily with the Business Manager, the Project Manager and the Engineering Manager to make sure all parties are aligned at all times regarding cost, schedule and scope. The Cost Engineer is the eyes and ears of the project and must stay alert for any critical bits of information which could potentially affect the project.

The Key functions of Cost Engineering (CE) as defined by the International Cost Engineering Council (ICEC) are as shown thus:

- To provide independent, objective, accurate and reliable capital and operating cost assessments usable for investment funding and project control; and
- To analyze investment and development for the guidance of owners, financiers and contractors.
- Estimates of capital or asset costs including development costs
- Estimates of operating and manufacturing costs through an asset's life cycle
- Risk assessment and analysis
- Trending of scope and cost changes
- Decision analysis and Financial analysis
- Project cost Control including Planning and Scheduling
- Facility management needs assessment
- Project feasibility and budget assessment

- Cost management, management, Contract administration
 - Whole-life appraisals;

The Discipline of Cost Engineering

Cost engineering essentially attempts to capture practical experience in a systematic way, to analyse that experience in order to develop tools and models which, together with expert judgement, can be applied under different circumstances to make predictions of likely cost or assessments of whether a proposed cost is reasonable. An assessment of the likely cost and risk is made taking account of past experience with similar activities and the assessment of associated trends, and of any changes in working practices and productivity gains.

Cost engineering therefore embraces many facets of project management and engineering. Cost engineering is "the engineering practice devoted to the management of project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis." [1] "Cost Engineers budget, plan and monitor investment projects. They seek the optimum balance between cost, quality and time requirements.

Skills and knowledge of cost engineers are similar to those of quantity surveyors. In many industries, cost engineering is synonymous with project controls. A cost engineer is "an engineer whose judgment and experience are utilized in the application of scientific principles and techniques to problems of estimation; cost control; business planning and management science; profitability analysis; project management; and planning and scheduling

One key objective of cost engineering is to arrive at accurate cost estimates and schedules and to avoid cost overruns and schedule slips. Cost engineering goes beyond preparing cost estimates and schedules by helping manage resources and supporting assessment and decision making. The discipline of 'cost engineering' can be considered to encompass a wide range of cost-related aspects of engineering and programme management, but in particular cost estimating, cost analysis/cost assessment, design-to-cost, schedule analysis/planning and risk assessment. The broad array of cost engineering topics represent the intersection of the fields of project management, business management, and engineering. Most people have a limited view of what engineering encompasses. The most obvious perception is that engineering addresses technical issues such as the physical design of a structure or system. However, beyond the physical manifestation of a design of a structure or system (for example, a building), there are other dimensions to consider such as the money, time, and other resources that were invested in the creation of the building. Cost engineers refer to these investments collectively as "costs".

Conclusion

Cost has become a major business driver in many industries. It is observed that there is a lack of understanding about the process to estimate, manage and control costs across the lifecycle of a product. Sound cost engineering thinking, planning, design, estimating, scheduling, cost plan, control, negotiation, project management, administration and execution are the bases for the realization of good engineering projects. The discipline of 'cost engineering' can be considered to encompass a wide range of cost related aspects of engineering and programme management, but in particular cost estimating, cost analysis/cost assessment, design-to-cost, schedule analysis/planning and risk assessment. ■



Mutual Fund - The best tool to achieve Financial Goals

CMA Nikhil B. Mehta

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In my earlier article, published in May 2019 bulletin, we have understood the importance of financial planning in our life and the process of financial planning. In this article, we will attempt to understand why a mutual fund is a useful tool in financial planning.

Today, an investor has plenty of option to invest their money. They may go with a traditional investment product (like Bank FDs, Post office FDs, PPF, KVP, NSC, Real Estate, Gold, etc.) or invest in stocks, Bonds, Mutual funds, or a mixture of both. No matter what option they choose as an investor for their investments, each has its advantages and disadvantages, the suitability is the only matter. Therefore, it is imperative to evaluate each product on a certain parameter, before parking money in that particular product. The parameter can be a risk (safety), liquidity, return expectation from the product.

In the current economic outline, it is vital to invest money in a product that can deliver a return of FD interest rate + 5% additional earning. This is prerequisite to beat inflation. Traditional products are recognized for capital preservation and stable returns, but will not earn you wealth-enhancing returns over the long period and with increasing inflation, the real purchasing power of your money will likely decline.

Mutual Fund

A mutual fund is a type of financial vehicle made up of a pool of money collected from many investors to invest in securities such as stocks, bonds, money market instruments, and other assets. MFs are operated by professionals who manage the fund to provide best returns to the investors. Following are the types of mutual funds,

- **Equity Fund:** Invest in shares/stocks. Aim to grow faster than traditional products.
- **Debt Fund:** Invest in fixed income securities like government bonds, corporate bonds, FMPs, Gilt fund, etc..
- **Liquid Fund:** Invest in T-bills, dated securities, certificate of deposits, etc...
- **Balanced/ Hybrid Fund:** Mixture of bonds and shares/stocks bridging the gap between equity funds and debt funds.

Why Mutual Funds?

Mutual fund investment offers numerous benefits that make them the most rewarding investment option.

Benefits can be summarised as below :

Expert Money Management: Mutual fund companies have fund managers to choose the company shares, sectors and debt papers in which the pooled mutual fund investment would be invested. Fund managers are highly qualified like CFA, CMA, CA, etc... and have a strong background of experience in the field of the capital market.

Month	Falling Market: Falling NAV	SIP Investing			Lumpsum Investing		
		Fund NAV ₹	SIP Amt ₹	Unit Purchased	Cumulative Unit	Lumpsum Investment ₹	Unit Purchased
1	100	5,000	50.00	50.00	60,000	600	600
2	98	5,000	51.02	101.02	-	-	600
3	96	5,000	52.08	153.10	-	-	600
4	94	5,000	53.19	206.30	-	-	600
5	92	5,000	54.35	260.64	-	-	600
6	90	5,000	55.56	316.20	-	-	600
7	88	5,000	56.82	373.02	-	-	600
8	86	5,000	58.14	431.16	-	-	600
9	84	5,000	59.52	490.68	-	-	600
10	82	5,000	60.98	551.66	-	-	600
11	80	5,000	62.50	614.16	-	-	600
12	78	5,000	64.10	678.26	-	-	600
Total Unit				678.26			600
Avg. cost of Investment (NAV)				₹ 88.50			₹ 100
Total Investment Amount				₹ 60,000			₹ 60,000
Value at the end of 12 Months				₹ 52,904			₹ 46,800

Systematic Investment Plan option: This is the best option of investing in a mutual fund which provides the benefit of average out cost of investment (result in a lower cost of investment). An investor need not have a big amount to invest in a mutual fund, they can start with a small amount of ₹100 & ₹ 500/- monthly. It develops the habit of regular saving and help in achieving the financial goal in the long run with a small amount. The table shows the advantage of SIP investment against Lump-sum investment.

Investment safety: All mutual fund houses are under the purview of the SEBI (Securities and Exchange Board of India) and ANFI (Association of Mutual funds in India). Both bodies are government-driven. Thus, it is equally safe as bank FDs.

Liquidity: It provides a good amount of liquidity. Investors are allowed to redeem their investment at any time. No need to justify your redemption decision or searching for a buyer. An investor has to place redemption request with fund house and redemption amount will credit within 3-7 working days.

Return: A mutual fund is delivering a handsome return compare to other products in long term investment. Suppose an investor is investing ₹ 1,000/- monthly for 20 years in various product. At the end of the tenure, he will receive the amount mentioned in the table.

Products Name	Investment Value	Current Value	Amount in ₹
			Rate of Interest
Bank Saving Account	2,40,000	3,65,000	4.00%
Fixed Deposit /RDs	2,40,000	4,82,000	6.50%
PPF	2,40,000	6,27,000	8.50%
Gold	2,40,000	4,30,000	5.50%
Mutual Fund (Equity)	2,40,000	15,20,000	15.00%

There are many more benefits such as flexible tenure, flexibility to switch funds, investment based on goals & focus sector, tax efficiency, Ease of tracking investment daily basis.

Asset allocation according to age

Proper asset allocation is key to all kinds of financial empowerment. Even the highest-returns generating

asset like equity funds can be no use unless you do prudent asset allocation. An investor should know that the asset allocation changes according to their life-stages. The basic principle of behind age-based asset allocation is that your exposure to portfolio risk needs to reduce with age, especially being referred to the proportion of equity as a portfolio component. Refer the table to understand an ideal age-wise equity exposure in the portfolio.

Investor Age (Yr.)	Allocation of Fund (%) in portfolio	
	Equity	Debt
20-35	75-100	0-25
35-45	65-70	30-35
45-55	45-55	45-55
55-60	20-30	70-80
60+	0	100

Conclusion:

It is evident that in long term mutual fund is delivering extraordinary return compared to all other investment avenues. Thus, an investor who is looking for wealth creation through financial assets should select a mutual fund (equity fund) either through SIP option or STP (Systematic Transfer Plan). An Investor has to self-

evaluate their risk appetite and return expectation from the product, and accordingly, have to develop an asset mix of equity and debt, keeping asset allocation matrix in the mind, which help in smoothly accomplishing financial goals. For e.g. Mr. Shivan is investing ₹ 10,000/- per month in equity mutual fund from age of 30 years and remain invested till 60 years of age. At the time of maturity, he will receive ₹ 6.56 Cr. against the investment of ₹ 36 Lakh (if CAGR is 15%). Here CMA can play an indispensable role as a fund manager, financial/research analyst, key managerial personnel (C.I.O.) in a mutual fund house. They can be also an expert financial advisor as they are having an adequate understanding of the capital market and conceptually understand the financial activities.

Disclaimer: The contents of this article are solely for informational purpose. It does not constitute professional/ personal advice or recommendation.

**MUTUAL
FUNDS**
Sahi Hai





Importance and advantages of Expense Control Chart

CMA Rajesh Kapadia

It is always advisable for CMA Department to prepare Expense Control Chart as mentioned in Annexure - 1. Expense Control Chart provides the following details :

It lists down all the Cost Elements bifurcated into relevant Cost Centres like :

- Production Cost Centres
- Utilities Cost Centres
- Overhead Cost Centres like FOH, AOH & SOH
- Expenses not included in Cost
- Total of each Cost Elements as per Control Chart
- Total of each Cost Elements as per Profit & Loss Account
- There should not be any difference between Total as per Control Chart and Total as per P & L Account

Importance and Advantages of Expense Control Chart :

- 1) It ensures that all the expenses incurred as per P & L Account are properly accounted for at the time of Building Up of Cost Records and Resultant Product Cost Sheets.
- 2) It provides reasonable assurance to management that cost provided by CMA Department are reliable for decision making.
- 3) It helps in various statutory compliances like :
 - Valuation of Inventories for both Financial Accounts and Cost Accounts
 - Preparation, audit and filing of Cost Audit Report
- 4) Data for Anti Dumping can be prepared and submitted with reasonable accuracy
- 5) Any other Costing Based MIS Report, if any required by management, can be prepared and submitted with reasonable accuracy and reliability

EXPENSE CONTROL CHART – ANNEXURE -1

COST ELEMENTS	PRODUCTION COST CENTRES	UTILITIES COST CENTRES	FOH COST CENTRES	AOH COST CENTRES	SOH COST CENTRES	EXPENSES NOT CONSIDERED	TOTAL	TOTAL AS PER P & L Account
	RS LACS	RS LACS	RS LACS	RS LACS	RS LACS	RS LACS	RS LACS	RS LACS
RAW								
MATERIAL								
ELECTRICITY								
GAS								
WATER								
PACKING								
MATERIAL								
EMPLOYEE								
COST								
CONSUMABLE								
STORES								
REPAIRES								
INSURANCE								
DEPRECIATION								
OTHER EXP								
TOTAL								



HAIR CUT, IBC and case of Patanjali Ayurved takeover Ruchi Soya

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The Insolvency and Bankruptcy Code or the IBC came as a mechanism for fast track, judicial and amicable solution of insolvency resolution of a company (owners and founders known as corporate debtors) who owe money to Financial Creditors (mostly Banks), Operational Creditors (companies, firms who supply goods and services), Statutory Authorities for statutory dues, unsecured creditors and workers.

Only Financial creditor or operation creditor can only move to NCLT (National Company Law Tribunal) who are the main institution for settlement of insolvency and bankruptcy cases. No founder and related companies of these companies who has defaulted in overdue loan payment will not be allowed to participate in bidding process as per amended Insolvency Law. Other company can participate. Till March 31, 2019, out of 1143 cases, one third remained unsettled under the IBC for more than 270 days.

RBI in June,2017 published a list of 12 companies (25% total NPA of total banking system) where IBC proceeding should commence. Cases of these companies are obviously critical. In last 2 years, out of the following 12 companies, only cases of 3 companies got resolved. They are Bhushan Steel, Monnet Ispat and Electrosteel.

List of RBI's Earmarking of Dozen Companies for IBC Proceeding -

RBI'S LIST OF DEFAULTERS

	Debt In ₹ bn	Bidder	Offer in ₹ bn	Discount to debt
Bhushan Steel	444.80	Tata Steel	354.00	-20.41
Lanco Infra	443.70	NA	NA	NA
Essar Steel	490.00	ArcelorMittal	420.00	-14.29
Bhushan Power	372.50	JSW	197.00	-47.11
Alok Industries	220.80	RIL	50.00	-77.36
Amtek Auto	140.80	Liberty	43.30	-69.25
Monnet Ispat	121.20	JSW	28.70	-76.32
Electrosteel Steels	102.70	Vedanta	53.20	-48.20
Era Infra	100.70	NA	NA	NA
Jaypee Infratech	96.40	Rebidding	NA	NA
ABG Shipyard	69.50	NA	NA	NA
Jyoti Structures	51.70	Liquidation	Liquidation	NA
Total	2,654.80		1,146.20	-56.83

What is Haircut about?

We are talking about Haircut in the IBC process. This Haircut is the excess of Total Admitted Claim over Resolution Amount of Creditors whether Financial Creditors or Operation Creditor and other creditors be it employees, statutory dues, unsecured creditors. In other words, if in one IBC proceeding, if it is found that in one

IBC proceeding, SBI has an Admitted claim of Rs. 1000 Crores and ultimately, it is decided that they will be allotted Rs.400 Crores. This is totally disaster for SBI since there will 60% Haircut, a loss of Rs.600 Crores. This is a big price SBI will pay.

As per recent report from 94 cases finalised so far, Banks were given on average a haircut of 52%. What is shocking is that in the fourth quarter of 2018-19, Haircut in some of the companies went up to 90%. In case of Alok Industries(taken over by Reliance Industries),the Haircut was 83%.In case of Haircut to Operational Creditors, the quantum is severe.

Out of 12 companies listed by RBI, according to the resolution plan submitted by JSW Steel, financial creditors of Bhushan Power would get a total of Rs 19,350 crore against admitted claims of Rs 47,204 crore, thereby recovering nearly 41 per cent. The operational creditors of the corporate debtor had been allocated Rs 350 crore by JSW Steel as against their admitted claims of nearly Rs 730 crore, thereby recovering nearly 48 per cent of their dues. This case has been finalized in favour of JSW Steel. This is in addition to 3 companies(Bhushan Steel, Monnet Ispat and Electrosteel) mentioned above. However, JSW Steel wants immunity against investigation started by CBI and other agencies against Bhusan Power. NCLT has called for clarification on this from appropriate authority.

Recent amendments in IBC called for preferential payment to Financial Creditors over Operational Creditors.Henceforth, there will be less Haircut to Financial Creditors and more to Operational Creditors.When there is Haircut to Operational Creditors, automatically Tax Revenue get waived off and huge reduction of Government Reveue.

Though there are huge risk of massive Haircut of overdues, Financial Creditors (Banks) prefer IBC route for resolution since this is transparant .Otherwise, in case of such settlement of dues at huge discounted rate, the investgators like CBI may step in which no one wants to invite. For example, in case of proposal of onetime resolution of Debt of Kingfisher at excess Rs.6000 Crores against overdue of Rs.9000 crores were rejected by investigative agencies. In case of IBC, any resolution of Debt of Financial Creditors irrespective of percentage of Haircut, will not raise suspicion.

It is heartening to note that in case IBC resolution in Ultratech Cement case for Takeover of Binani Cement, the UltraTech assured to pay financial creditors, operational creditors total 100% along with interest from the date of registration at NCLT. This is zero Haircut.

Corporate Insolvency Resolution Process Yielding Resolution: As on June 30, 2018 (Amount in Crores)

Sr.No.	Name of Corporate Debtors	Total Admitted Claim	Total Claim of Financial Creditors	Liquidation Value	Resolution Amount of Financial Creditors	Percentage of Haircut
1.	Bhusan Steel Ltd.	57,505.05	56,022.06	14,541.00	35,571.00	36.51
2.	Electrosteel Steels Ltd.	13,958.36	13,175.14	2,899.98	5320	59.63
3.	Orissa Manganese & Minerals Ltd.	5,414.49	5,388.54	301.02	310	94.25
4.	Kohinoor CTNL Infrastructure Company Pvt. Ltd.	2,578.64	2,528.40	329.9	2,246.00	11.16
5.	Kamineni Steel & Power India Pvt. Ltd.	1,523.50	1,509.00	760	600	60.24
6.	MBL Infrastructure Ltd.	1,506.87	1,428.21	269.9	1,597.13	(11.83)
7.	Sree Metalik Ltd.	1289.73	1,287.22	340.62	607.31	52.84
8.	Synergies Dooray Automotive Ltd.	972.15	972.15	8.17	54.7	94.38
9.	Sharon Bio -Medicine Ltd.	917.92	891.38	182.69	294.03	67.01
10.	Shirdi Industries Ltd.	695.74	673.88	103.05	176.36	73.89
11.	Kalyanpur Cements Ltd.	631.95	131.05	119.74	98.6	24.43
12.	JEKPL Private Ltd.	606.57	606.57	222.06	162	73.32
	Total	87,600.97	84,613.60	20,078.13	47,037.13	44

IBC Case of Patanjali Ayurved Taking Over Ruchi Soya (September,2019)

In the cooking oil business apart from Ruchi Soya Ltd., main players are Adani Wilmar, Godrej Agrovet and Emami Agrotech.

As per Website of Ruchi Soya Ltd quoted here - " Ruchi's wide range of food products include healthy cooking oils, nutritional soya foods, top grade vanaspati and bakery fats. Ruchi is the undisputed market leader in the edible oils, as well as soya foods categories. The edible oil range includes many top brands like Mahakosh Soyabean oil, Ruchi Gold Palmolein and Sunrich sunflower oil. Nutrela is the largest selling soya foods brand in the country, with more than 50% market share. Nutrigold and Ruchi No. 1 vanaspati are regional leaders in their respective categories."

Ruchi Soya has negative growth 14.73% during last 5 years. Promoters' stake reduced to 19.75%. Pledged shares of promoters are 41 plus %. Other income is over Rs.100 crores in revenue and contingent liability is beyond Rs.1200 crores.

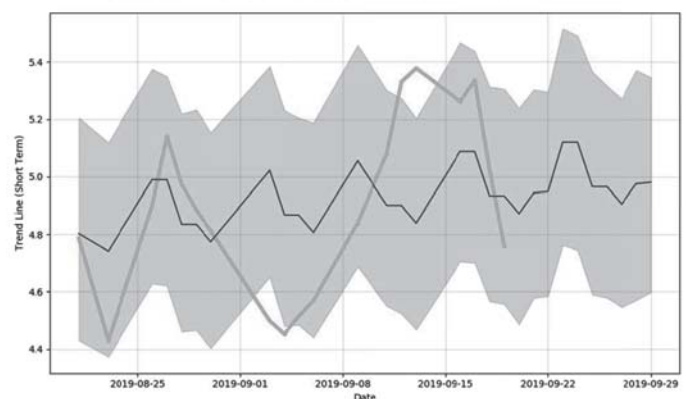
Total Debts of Ruchi Soya is Rs.12,100 crores. Of these creditors, two banks namely, Standard Chartered Bank and DBS Bank of Singapore approached to NCLT(National Company Law Tribunal) who has been authorised by Companies Act, 2013 to deal with insolvency resolution and liquidation for corporate persons.

Ruchi Soya Industries Ltd Forecast, Short-Term " RUCHISOYA" Stock Price Prognosis for Next Days

Patanjali Ayurved in September,2019 took over Ruchi Soya Limited through its special purpose vehicle(SPV) 'Patanjali Consortium Adhigrahan Pvt Ltd'.

- Recently, patanjali's growth momentum in last one year is not well. With Ruchi Soya in pocket, it will boost their required growth in FMCG Sector. On acquisition, Patanjali group will have a significant

— Price line — Forecast trend line



market share in Soyabean oils and allied area. Ruchi Soya has a number of brand in these areas. It is a big inorganic growth for Patanjali group.

- Adani Wilmar quoted maximum amount in their bidding and was selected by NCLT. Patanjali Ayurved was second highest bidder. Then Patanjali Ayurved contested legally. Adani recently went back from their claim because of long time taken by NCLT in proceedings. Thereafter, Patanjali SPV raised the bid further by Rs.200 crores to match highest bid of Adani. Total price settled at Rs.4350 crores.(Funded Rs.1185 cr. by Internal Accrual and Rs.3165 cr. by banks). Out of twenty seven Financial Creditors whose fund was overdue, lion share of dues are SBI Rs.1800 crores, Central Bank of India Rs.816 crores, PNB Rs.743 crores, Standard Chartered Bank Rs. 608 crores and DCB Bank, Singapore Rs. 243 crores.
- As is known, in normal M&A, for profitable companies, premium in valuation for consideration is the rule. However, for obvious reasons, in loss making companies (like Ruchi Soya) whether via NLCT or otherwise, discount in valuation is common. When companies go through the process of NLCT,

HAIRCUT is inevitable. After virtually a tough negotiation between bidder and mainly Financial creditors (who are Banks) they arrive at a (average 52% Haircut for banks) discounted value of their overdues. Different Haircuts will be applicable for different creditors. Since there will bigger Haircut for other creditors, overall average Haircut will come to 65%.

Registered valuers were appointed to make an assessment of the average liquidation value and fair value. In liquidation, assets' likely value on realization is known as liquidation value. Valuers certified liquidation value of Ruchi Soya as Rs. 2391 crores and fair value as Rs. 4162 crores.

The following are the details of overdues of creditors, admitted dues, allocation of funds and sources of fund of Patanjali through its SPV (Patanjali Consortium Adhigrahan Pvt Ltd) -

Total Debt	12100 Cr. (Liquidation Value Rs.2391 Cr.)
Average Haircut 65%	7865
Admitted Dues 35%	4235
Distributed As -	
1. 27 Financial creditors	4053 (52% Haircut, Total Dues= 8443 Cr.)
2. Unsecured Creditors	40 (96% Haircut, Total Dues=1007 Cr.)
3. Operation Creditors	90(96.54%Haircut,Total Dues=2598 Cr.)
4. Statutory Dues	25
5. Employee Dues	15
6. Counter Guarantee	12
Total Admitted Dues	4235
Capex./Working Capital	115 (Post commencement of Production)
Total Takeover Price	4350 (Funded by 1185 Internal Accrual & 3165 by Banks)

- Out of Rs. 4350 crores, Patanjali group will infuse through SPV (Patanjali Consortium Adhigrahan Pvt Ltd) Rs 205 crore as equity, Rs.980 crores as Preference shares/Non-convertible Debentures , Rs 3,165 crore as debt from Banks. Out of total consideration of Rs.4350 crores, Rs. 4235 crores are for settlement of Admitted Dues and balance Rs.115 crores are meant for Capex. And Working Capital. This SPV (Patanjali Consortium Adhigrahan Pvt Ltd) will be subsequently merged with Ruchi Soya Limited.

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WIRC Felicitation Programme

WIRC organized Felicitation Function for the students who completed Foundation, Intermediate and Final in June 2019 Examination, on Saturday 16th September 2019 at Sydenham College Auditorium, Mumbai. CMA Neeraj Joshi, Chairman WIRC, CMA (Dr.) Ashish Thatte, CCM-ICAI, CMA Chaitanya Mohrir, RCM-WIRC, CMA Vinayak Kulkarni, RCM-WIRC were present on the occasion. CMA Chittaranjan Chattopadhyay, CCM was also present for the occasion.

CMA Kedar Narayan Upadhye, Global CFO, CIPLA Ltd was the Chief Guest of the programme

More than 200 students and some of the parents attended the function. Mementos were distributed to

all successful students by Chief Guest and Council Members. WIRC also felicitated all the Rank holders from the Western Region on this occasion. The programme started with the Saraswati Vandana and ended with the National Anthem followed by High Tea.

Faculty Meet

WIRC organized Faculty Meet on 14th September 2019 at WIRC Office. The objective of the programme is to address the issues which the students, faculty and other stakeholders are facing during conduct of oral coaching classes with the core objective to improve the standard of coaching services. The meeting was an interactive event for the faculties to address their concerns and we would take all round action to resolve it for the best interests of all stakeholders.

The programme was attended by more than 30 faculties of Oral Coaching and Computer Coaching. All relevant bottlenecks and suggestions were given to upgrade the services to the students. In matters pertaining to Infrastructure the Chairman opined to resolve all teething problems and also initiated activities for special classes for the benefit of students. The Chairman also stated all steps would be taken for providing the best facilities for the benefit of students and faculties for the upliftment of standards.

The Chairman also stated that the Council has target to start dedicated full time classes at Mumbai like ICSI. He also stated that 15 months articleship training would be made compulsory for the newly passed students in course of time. He requested to provide the modalities of crash course for the students. The Chairman iterated that errors of the study materials would be addressed through a dedicated website. Furthering to his words he stated IT syllabus is under review and revision is undertaken for the benefit of the students. He also stated that all issues pertaining to the quality of the study material would be addressed for the betterment of the coaching standards.

CMA Neeraj Joshi, Chairman WIRC, CMA (Dr.) Ashish Thatte, CCM-ICAI, CMA Ashish Bhavsar, Hon. Secretary WIRC, CMA Vinayak Kulkarni, RCM-WIRC were present on the occasion.



Power BI : A Business Intelligence Tool

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Need for BI Tool :

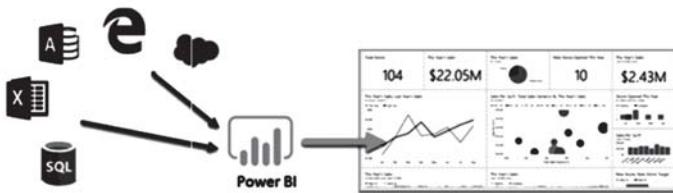
Data generation and management is very crucial in a growing business. It becomes very difficult to manage the data generated regularly while a business is in a Growing Phase . This in turn creates a roadblock for data-driven enterprises who wish to harness their data for driving business. Also, the slowing effect and biased reporting structures across enterprises create a situation, where key decision makers are forced to take decisions based on partial correct data. That's why Business Intelligent Tool is being embraced to a great extent. Putting a Business Tool in place to effectively analyse data helps an enterprise for enhanced decision-making.

What is Power BI?

Power BI is a powerful tool in the hands of enterprises that want to extract data from multiple disparate sources in order to derive meaningful insights out of it. It offers unprecedented interactive visualization opportunities along with true self-service analytics capabilities.

Power BI is a business analytics solution that lets you visualize your data and share insights across your organization. It is possible to connect to hundreds of data sources and bring your data on a one platform to get live dashboards and reports.

Power BI facilitates to bring all data together and gain meaningful insights out of it without having to manually extract, organize and visualize the data. Getting data from diverse databases and the data which is in disparate formats is a breeze with Power BI. The entire process of working with data gets completely automatized in order build impressive charts and data visualizations. There is ever- increasing emphasis to pull data from multiple open source.



Why Power BI rapidly recognized as Business Analytics & a Reporting Tool over to Excel ?

- i) **Data Volume :** Power BI has Access and Store a vast amount of Data as compare to Excel . Its allows us to view, analyze and visualize huge quantities of data that cannot be opened in Excel. Most computers would struggle to open up a 200+ megabyte .csv, making analysis and reporting in Excel a challenge .Further, adding several smaller csv files to data, like sales data for neighbouring regions, will be immensely difficult to combine with your previous dataset and analysis

in Excel. Adding new datasets easily as additional useful data is discovered. New data can be integrated on Power BI without needing to recombine everything else again. This gives you huge flexibility in linking datasets together.

- ii) **Easy and Quick Data Trends :** Analyzing trends with Power BI is extremely easy. With built-in time intelligence features, it only takes seconds to view vast amounts of data. We can view data by various dimensions and attributes, including date-time dimensions. We can easily create a date dimension table in seconds with the help of time intelligence functions in Power BI while writing Excel macros across various large files to get comparisons required lot of time as compare Power BI.
- iii) **Cloud-based Technology :** Publishing output in form of dash board and reports through secure Micro soft hosted cloud service while in Excel this would typically involve emailing a large file around, putting it in a shared drive or SharePoint portal . Power BI is a cloud-based tool that requires no capital expenditure or infrastructure support regardless of the size of a business.
- iv) **Notifications / Alerts :** We can set up alerts/ notifications in Power BI viz Increase in Raw Material Cost by 2%. Email can be send to specific users . This unique facility is available in Power BI.
- v) **Customize Dashboards :** Users can create customize dashboards and it can be shared with other users in organisation. Power BI users can create dashboards that can host individual visualizations from various different reports or whole reports itself.

Conclusion:

Power BI provides agile inquiry and analysis program without the need for specialized technical support. It supports a powerful natural language interface and the use of intuitive graphical designer tools. It helps in transforming enterprise data into rich visuals, thus extracting business intelligence for enhanced decision making.

Power BI is an easy to use tool that helps to propel organizations into a data driven culture. With powerful self-service abilities, business users are no longer dependent on IT for gathering, transforming and analysing data.

In my opinion, Power BI is firmly on its way to global dominance among the Business Intelligence and Analytics tools being deployed by growing and professionally managed business enterprises regardless of their size.



Valuation approaches for distressed firms

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A distressed asset is any asset that is put on sale at well below its expected value because the asset owner is forced to sell. Stressed assets are like someone in ICU. If you don't decide, it will damage not only the corporate debtor but also lenders themselves

WHEN IS A COMPANY SAID TO BE IN DISTRESS?

A company is said to be in distress when the company is unable to meet, or has difficulty paying off, its financial obligations to its creditors, typically due to high fixed costs, illiquid assets, or revenues being sensitive to economic downturns. Such distress can lead to operational distress as increasing costs of borrowings take a toll on the operations of the company as well.

Distress can be broadly categorized into economic and financial distress. Economic distress is broad-based and afflicts most companies operating in the economy and is normally outside the control of the company.

Factors causing economic distress include – General economic recession, technological or cultural shifts, and sometimes, wars or other geo-political confrontations. Some of the factors are temporary, while others may bring a permanent change in the business landscape. Economic distress often leads to financial distress.

Firms in financial distress cannot meet, or have difficulty paying off their financial obligations to their creditors. Some of the characteristics of financially distressed companies are stagnant or declining revenue, shrinking margin, high leverage, ballooning interest costs, working

capital blockage and high customer and employee attrition.

It is critical to identify the nature of distress. The optimal course of action for companies facing irreversible economic distress is liquidation of assets. However, for companies with good prospects but temporarily suffering due to high debt burden, financial restructuring is advised, and estimating the enterprise value is a critical step during financial restructuring.

Given the foregoing, the premise for valuing a distressed company can be either liquidation value or enterprise value. Enterprise value considers the “highest and best use” of assets, while liquidation value is the value realized by selling assets on a piecemeal basis.

Estimation of Enterprise Value of a Firm Under Distress

Enterprise Value for distressed firms = Liquidation value (LV) + Going concern premium (GCP)

The valuation of relatively healthy companies involves many unknowns and uncertainties, including:

- The viability of the company's product
- Relationships with vendors
- The price of key raw materials
- The company's future market share
- Unfunded pension liabilities
- Regulatory changes
- Economy wide factors

However, the valuation of distressed companies includes numerous additional elements of uncertainty as well. Examples include:

- The ability to retain employees
- The ability to reorganize
- The structure of the reorganized entity
- The ability to divest underperforming assets
- Litigation risk resulting from the company's distress
- Access to capital markets post-reorganization
- Cost of funds post-reorganization
- The possibility that the company may be liquidated

There are three basic approaches to valuation – Income, Market and Cost. The Cost approach estimates the cost of recreating or replacing the assets of an enterprise.

Since, for an operating business, the whole is greater than the sum of its parts, in general, the cost approach is not the preferred method for estimating the enterprise value of going concerns.

Similarly, traditional methods under the Income and Market approaches are more suited for healthy companies and need to be modified when used for valuation of distressed companies. There are several ways to incorporate the risk of bankruptcy while estimating the enterprise value of the firm under different valuation approaches.

Market Approach

While arriving at the enterprise value of a company under distress, it is essential to select the right set of comparable companies, as there might be very few companies under similar situation operating in the same industry. Moreover, the distressed company's recent historical revenue and earnings might not be meaningful. Hence, a sustainable or normalized metric must be ascertained on which the multiple should be applied.

Income Approach

The following challenges are often faced while using the Discounted Cash Flow (DCF) method for arriving at the enterprise value of distressed companies:

- **Uncertainty Over Future Cash Flows**

Distressed companies typically have a very volatile past, which makes projecting future cash flows quite challenging. Hence, scenario analysis and simulation with respect to key business variables such as revenue growth and profitability are commonly used for valuing such companies.

- **Life of the Enterprise**

Some of the guiding factors to estimate life of the enterprise include nature of distress, resources required for turnaround and appetite for such assets in the market.

- If the nature of distress is permanent (more often economic), it is advisable to shut the business down and therefore, a limited period life is more likely.
- If the nature of distress is temporary and the cost of maintaining the asset or turnaround cost is higher, then liquidation is the most likely scenario and accordingly, a limited life should be considered.
- Similarly, in an industry with surplus capacity, sometimes assets capable of revival are also shut down.

- **Discount Rate**

The Capital Asset Pricing Model (CAPM) is commonly used to estimate cost of capital. The following points should be considered when estimating a discount rate to arrive at enterprise value:

Beta – Instead of using historically regressed beta, a bottom-up beta should be used which is based on a peer group operating in the same industry and then re-levering the betas based on the financial and operating risks suitably.

Cost of Debt – Due to the higher current borrowing rate the cost of debt can be estimated based on a synthetic rating, which in turn can be estimated based on the financial characteristics of the company.

Tax Rate – It is suggested that the effect of this be included while estimating post tax cost of debt by using different post tax cost of debt at different points of time during the projected period.

One of the most basic methods of valuing a company is to add up the book value of the assets and subtract the book value of the liabilities. However, the result can be highly misleading, as the assets were recorded at their original cost, which may have no correlation with the fair market value of those assets. For example, the value of the property, plant, and equipment may be understated, as the replacement cost may be far higher than the original cost. Furthermore, estimates of depreciation would have reduced the asset values on the balance sheet. Inventory, which is valued at the lower of cost or market value may also not accurately reflect the true worth of the asset. On the other side of the balance sheet, the book value of the liabilities fails to record off balance sheet liabilities that should be taken into account when valuing a company

Conclusion

The investor considers investing in securities of companies that are either in bankruptcy or are approaching bankruptcy. Typically, these companies have outstanding claims greater than the value of the assets and are experiencing difficulty in servicing their debt. There is a real possibility that the company will be liquidated or will be reorganized as a going concern.

The investor may be looking to acquire distressed debt or other securities in the hope that these securities will either increase in value following a liquidation or reorganization, or convert to equity ownership. These two possible outcomes, liquidation or reorganization, require different valuation methods to calculate.

Valuation in general is a combination of science and art, more so in the case of distressed companies. Hence, it is paramount that the right mix of framework, methodology and assumption is considered to arrive at the appropriate valuation, which balances the theoretical and practical aspects. Arriving at a reasonable enterprise value is essential to suggest the appropriate financial restructuring and to ensure the appropriate pay-offs to secured, unsecured and operational creditors and to equity holders. This, in turn, is critical to achieve the best resolution for the subject business. ■



The 5G to Rs.5 trillion Economy

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There is has been a big debate on the Rs.5trillion economy dream of India within the next 5 years. Well, the current economic scenario may not suggest us to dream but IFAN finds it to be an opportunity for India under the current circumstances to grow into a 5 trillion economy.

The next Indian Economic growth will ride on technological advancement. The technology has been a big boost for the Indian economy. The digital India initiative will be the key force behind achieving the Rs.5trillion economy in the coming years. The Technological Disruption based will create innovation and entrepreneurship simultaneously.



From 2G to 3G to 4G, all of them helped the Indian economy to grow and scale in terms of trade and Investments. The next quantum jump for the Indian economy will be the adoption of 5G into the service and manufacturing industry. According to a research firm the global spending on IoT is forecast to exceed US\$1 trillion in 2022, up from an estimated US\$745 billion this year. With 5G, businesses will have constant unbroken access to a fast, reliable internet connection.

The huge amount of data generated by connected devices is now guiding companies to run more efficiently and gain insight into new business processes. On the other hand, consumers' access to data is changing how they are informed about the status of households, vehicles and family members, as well as their health and fitness. These segments will significantly drive new opportunities when the speed of the Internet will increase due to the adoption of 5G.

We all know that without disruption economic growth cannot happen. From the US to China all economic growth has been driven based out of technological disruption. Indian economy is about to witness significant growth through the adoption of 5G technology.

The Impact Areas of 5G on Indian Economy:

- In a recent report by The International Telecommunication Union, the United Nations agency overseeing development of the "IMT 2020" global standard for 5G, said the new wireless technology would support 1 million connected devices per square kilometre (0.39 square miles); 1 millisecond latency (representing the nearly instant time a packet of data takes to get from one point to another); greater efficiency in terms of power and use of radio spectrum; and a peak data download rate of up to 20 gigabits (2,500 megabytes) per second.
- In healthcare we will be witnessing remote surgeries are widely expected to enable more doctors to help their colleagues at smaller institutions or in disaster areas. 5G will bring a stupendous growth in the healthcare industry which will be currently beyond calculation. Services such as remote and robotic surgery are developing fast. Remote patient monitoring and patient records access are advancing rapidly too.



- Service Industry will get a significant boost from the 5G adoption where technology will open up innovation and entrepreneurship simultaneously. New industries will emerge under the 5G influence which will boost the consumption pattern of India.
- 5G will open up new MSME and new ventures into the Indian economy. Automating and augmenting the human experience with a connected world will bring new ventures and will create disruption. Currently, the manufacturing companies around the world are facing pressures to deliver products faster and more cheaply.
- 5G will bring speed and automation to a new culture followed by creating smart factories that will make processes more efficient and reduce cost. Mobile-based ventures and virtual office models will come and replace the traditional business models.
- The transportation sector will get huge changeover once the 5G will be adopted into the Indian economy. Less traffic congestion, shorter public transit waiting times and safer conditions for drivers will improve the logistics industry of India.
- A new type of Products will be innovated based on the 5G technology will improvise the service and consumer industry experience. Product developers also rely on high-tech equipment to mine through marketing data, develop prototypes and 5G will boost the product category. At the same time, day to business operation will take a quantum jump.
- As connectivity will improve under 5G, business opportunities and scaling new ventures will be easier as compared to the current times. Many Small and Medium enterprise will get a significant boost from 5G adoption and soon they become the large type of companies. The speed of growth will be fast.
- Indian corporate should start planning now about how they will get ready for 5G too, such as by allocating portions of their budget to scale up for the technology as required.
- Media and Entertainment Industry will find significant growth as streaming and quality of products will bring new experiences. New innovative media segments will evolve which will change the landscape of the industry.
- On the infrastructure space, 5G will bring revolution. Smart cities, which use a wide range of IoT-connected devices which covers from energy-efficient streetlights to smart traffic lights and sensors - will



function more efficiently and seamlessly. The dream of 100+ smart cities will be easier to achieve under the 5G system.

- Among all these sectors consumption industry will witness exponential growth once the 5G will come into play. Mobile AR shopping experiences will revolutionize retail, with customers able to visualize products in a local environment. Retail business will be data driven and will be customized as per the client demand.
- Agricultural output, damage control, crop loss will all get a safety net through IOT and data analysis at a much faster speed through the adoption of 5G.

Conclusion:

According to a study from Qualcomm, by 2035, 5G could underpin up to \$12.3 trillion (£9.3 trillion) worth of goods and services in industries such as retail, healthcare, education, transportation, entertainment and more. The new innovation, entrepreneurship, development in products, process, growth and seamless infrastructure and new industries will be the key demand drivers for Indian economic growth. As the gap between urban and rural economy will come down through the use of 5G the economic growth will accelerate accordingly. At the same time strong corporate governance, access to funding and other economic factors will be required to support the growth. Corporate India needs to plan and strategies for adoption of 5G and how to improvise the business, process, products and consumption pattern. Starting to plan for 5G now will reap rewards when 5G becomes a reality. The Rs 5 trillion Economy is linked with technological innovation and 5G will be the one which will connect to Rs. 5trillion economy in the coming few years.



Need Valuation.... whom should I approach ??

CMA Harshad S. Deshpande

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Valuation refers to calculation of value of business/ underlying asset / liabilities of entity. One of key factors which drives valuation process is purpose. The Valuation approach will depend on the purpose for which the valuation is done. E.g. Practically the approach followed for Valuation of Inventory for the purpose of submission of Stock Statement to Bank will be different from the approach followed for same asset for the purpose of submission to Income Tax Authority, isn't it ?

Similarly the approach followed for valuation for merger will definitely depend upon which side is doing evaluation. That's why the Valuation is always dynamic, it changes according to situation, side, scenario and most importantly time.

The purposes can be broadly segregated in two parts i.e. Statutory and non-statutory.

Non Statutory purposes will include the valuations carried out for various business deals or may be for self-assessment, These Valuations are carried out to aid business take certain decisions. The valuation assessment is done mainly to know what value the business/ asset/ liability would fetch in order decide future course of action. These valuations are done purely on voluntary basis and not as requirement of any law. The professional who is having adequate knowledge of subject Valuation and having experience in carrying out Valuations would be preferred choice. Although not mandatory, the Professional having competency, experience and credentials in valuation would be best fit.

Statutory Purpose includes the valuations carried out in order to adhere to laws of the land. In country like India there are so many laws which requires valuation. However there was no single professionals which were given authority to do valuations. Different laws which came in force different times has prescribed different set of professionals who can carry out and certify Valuation. Professional recognized to certify valuations under different Act/ Rules / Regulations are shown below in matrix format :

Sr.	Particulars	Registered Valuer (RV)	Merchant Banke (MB)	Chartered Accountant (CA)	Cost Accountant (CMA)
1	Companies Act, 2013	✓	✗	✗	✗
2	Income Tax Act, 1961	✗	✓	✗	✗
3	FEMA,1999	✗	✓	✓	✓
4	SEBI Laws *	✓	✓	✗	✗

* SEBI Laws includes many rules & regulations which prescribes Merchant banker to carry out valuation, however recently those are amended to recognize Registered Valuer (as per companies Act 2013).

It may be noted that no professional has been vested with authority wrt all laws. Hence that brings lot of redundancy and add to costs of business. E.g. If Company wants to issue further shares to Investor located outside India at premium it may have to get the valuation done for 3 different purpose. One for Companies Act, second FEMA & third Income Tax. In such scenario, the entity may have to get valuation done of same thing form may be two or three different professionals. Further the values calculated by these professionals may also vary as the valuations involve subjectivity and professional judgment.

To avoid this Government should come out with amendments in the laws in order to bring the uniformity, avoid duplication of work and save time & costs of business.

Who should be preferred choice ?

When the different laws were enacted there was no separate professional who was recognized as Valuer. Hence being no other choice the authority was entrusted to professional like CA, CMA or Merchant Banker. If you look at the curriculum of these qualifications although the subject of Valuation may have been covered in their syllabi, the focus is something different. These qualification were not carved to engage the professionals to be become valuer. Whereas since enactment of Companies Act 2013 followed by notifying the Companies (Registered Valuers and Valuation) Rules, 2017, there not professional available who is focused only to carry out Valuation i.e. Registered valuer.

Naturally given the preferred choice is available now. The Government should amend the provisions of other acts to enable Registered Valuer to attest the valuations in all laws. The alignment process has already been initiated by recognizing Registered valuer in other laws like Insolvency & Bankruptcy Code 2016 & SEBI Regulations (REIT & INVIT).

This would one more steps taken by Govt in order to prove EODS (Ease of doing Business) ranking.

To conclude

Government should recognize the Registered Valuer for Income Tax, FEMA, SEBI and all enactments wherever the valuation is required at the earliest. Commerce & Industry will welcome this change which will bring more consistency, professionalism, avavoid redundancies and cost effective.

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

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 CMA Rahul Arvind Mench
 CMA Sirish Vasant Mohite

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



CHAPTER NEWS

AHMEDABAD

Felicitation function on 30/08/2019

Chapter had organized felicitation function on 30th August 2019 at Haribhai Auditorium for all the students who have passed Foundation, Intermediate and Final examination of June'19 and faculties. CMA P D Modh, Chairman of Oral Coaching committee welcomed dignitaries on dias. The Managing Committee members, faculties, students and their parents and give brief about student's activities carried out for students and how to get success in examination. CMA Haren Bhatt, Chairman of Chapter felicitated the Chief Guest, Dr. K B Rao and CMA Ashish Bhavsar, Hon. Secretary, RCM of WIRC by offering memento & bouquet and explained about chapter's activities for members and students. Dr. K B Rao, Chief Guest advised students to work in job efficiently, effectively and in co-operative manner. He says, felicitation of students & faculties is an occasion of realization of hard work, sincerity and achievements.

12 days Pre-placement Orientation program for June'19 pass out CMA's

Chapter organized Pre-placement Orientation Training Program for the fresh CMA's pass out in June'19 exam during 10/09/2019 to 21/09/2019. The 12 days Pre-placement Orientation program was inaugurated by CMA Amitabh Banerjee, ED of Cadila Pharmaceuticals Ltd on 10th Sept'19. The Chief Guest CMA Amitabh Banerjee explained about various opportunities in the CMA profession. The program was attended by 30 students from various parts of Gujarat, Rajasthan and Andhrapradesh. In valedictory session, certificate was distributed in hands of CMA Ashish Bhavsar, CMA Haren Bhatt, CMA Malhar Dalwadi and other office bearers. The Students enjoyed all the technical sessions and interact with the faculties.

Volleyball Tournament 2019

The Chapter's sports committee organized Volleyball league 2019 tournament on 22nd September 2019 at Gujarat Vidyapith, Ashram Road at the volleyball ground. CMA Haren Bhatt, Chairman of Chapter inaugurated the tournament. 22 members and 26 students took parts in tournament and eight teams played league matches. Prize distributed by CMA Haren Bhatt, Chairman & CMA Ashish Bhavsar, Hon. Secretary of WIRC. CMA Malhar Dalwadi, CMA Mitesh Prajapati & CMA Kushal Desai, sports committee members appreciated the response of members and students.

BARODA

The Chapter had organised seminar on 'How to face an Interview' on 5th September 2019. The speaker was Ms. Mausam Madam. More than 20 members and students had participated in the event. CMA Kartik Vasavada felicitated the speaker.

The Chapter organised an Evening talk on 'Different aspects of GST' on 14/09/2019. The speaker was Mr. Mukesh Jhanwar. More than 20 members & students have participated event. The event was inaugurated by CMA Nilesh Mistry and Vote of thanks given by CMA Dilip Athawale. The Chapter has started GST Certificate Course - Batch 5, from 15th September 2019. The Guest was CMA V M Rao, GM F&A, PGCIL, Vadodara. CMA Hardik Diwanji - Chairman of Baroda Chapter felicitated the Guest by offering bouquet.

The Chapter has jointly arranged programme with FGI. Shri Anurag Thakur, Hon'ble Minister of State for Finance & Corporate Affairs, who was invited for discussion on various issues relating to industries. CMA Hardik Diwanji, Chairman of Baroda Chapter felicitates him.

The Chapter had organised Press Conference for the students who have cleared their examination for June 2019 term. More than 150 students have participated event. The event was published in the various leading newspaper

and also television media. CMA Hardik Diwanji and CMA Amruta Vyas interacted with the media personnel and provides details.

The Chapter has organized an Evening Talk on 'Filling of ITR' on 21st August 2019. The speaker was Ms. Rucha Vyas. Around 20 members have participated in the said event. CMA Dilip Athawale felicitated the speaker.

NASIK-OJHAR

Felicitation Programme for Successful Students

The Chapter successfully celebrated Felicitation Programme for to felicitate students who had passed in June 2019 exam on 31st August 2019 at HRD Hall, Old Agra Road, Nashik.

CMA Nikhil S.Pawar introduced Chief Guest CMA Sunetra Ganesan & CMA Dipak Joshi, Chairman of Chapter felicitated Chief Guest. CMA Sunetra Ganesan (CFO - Mahindra EPC Irrigation Limited) guided students and also cleared importance of CMA degree in their corporate life. Some students shared their success stories. The vote of Thanks was proposed by CMA Swapnil Kharade, Secretary of Chapter.

3 Days Communication & Soft Skill Training

The Chapter had successfully conducted 3 days Communication & Soft Skill Training programme recently in the month of September for Intermediate Students. The Chapter also arranged Industrial to "Sahyadri Farm Producer Ltd" Mohadi, Nashik.

Students feel it benefited with various sessions conducted in communication & Soft skill training arranged by chapter with the best faculties. More than 80 students were participated in this training programme.

Programme were end up with Power Point Presentation Competition. After that best PPT winner were felicitated by Chief Guest CMA Sunetra Ganesan. (CFO - Mahindra EPC Irrigation Limited). All Managing Committee members and Staff were actively participated.

NAVI MUMBAI

The Chapter had organized a CEP on "Behavioral Finance and Financial Decisions" on 15th September 2019 at Karmaveer Bhaurao Patil College, Vashi. The programme commenced with the introduction of the speaker Mr. Jitendra Kumar DGM SEBI and Former Member of Faculty, NISM by CMA Ajay Mohan, Secretary of the Chapter.

The speaker highlighted the fact that Behavioral Finance deals with mind and money together. It applies the concept and theory of psychology to understand the behavior of Financial Markets and market participants. While mainstream finance assumes rationality of human being The Behavioral Finance believes that humans are not always rational. He discussed about heuristics and important biases like Confirmation bias, Overconfidence bias, Endowment Effect, Framing, Mental Accounting, Sunk Cost Fallacy, Framing, Anchoring etc. and how to decode them. He also discussed about risk aversion and loss aversions and emphasized on "Loss looms larger than gains" Simply stated Behavioral Finance will help us in taking better financial decisions.

The session was very interactive and speaker thanked all participants for making session interesting with their question and discussion. The programme completed with felicitation of Mr. Jitendra Kumar by CMA Sirish Mohite Chairman of the Chapter. CMA Narayanaswamy, management committee member of the Chapter, gave vote of thanks to the speaker and audience.

CEP programme on the topic "TDS Provisions"

a) The Chapter conducted a CEP on "TDS Provisions" on 29th September 2019 at K.B. Patil College, Vashi on the occasion of the "Direct Taxation Month" celebrations. The speaker for this event was CMA Virag Shah,

Practicing Cost Accountant. The Chairman of the Chapter, CMA Sirish Mohite introduced the speaker to the audience and the programme commenced with the speaker examining the existing TDS Provisions and the recent amendments with its implications. The speaker provided a deep insight on the recent amendments effective from 1st Sep 2019. He analyzed the consequences of failure to deduct TDS citing provisions of interest, penalty, imprisonment etc. Sec 271, 272, 276B

The interactive workshop came to an end with the speaker being felicitated by the MC members of the Chapter. CMA Vaidyanathan Iyer, Vice Chairman of the Chapter proposed the vote of thanks.

* * * * *

Chapter organized a Cleanliness Drive and Tree Plantation as part of the Swachh Bharat Pakhwada on October 2, 2019 at K.B. Patil College, Vashi. The speaker for this event was Vice Chairman of the Chapter CMA Vaidyanathan Iyer. The programme commenced with the speaker emphasizing on the importance of Cleanliness in day to day activities at home and in society.

In the same manner, the job of the municipality is to dispose of garbage but this garbage is generated by citizens and the citizens should take the initiative to segregate the waste into dry waste and wet waste as is prevalent in some metro cities and towns. Wet waste is used in compost and horticulture and thus the waste generated is recycled and reused. This makes the job of the municipality easier and littering is also avoided. Some of the major areas where we can achieve cleanliness are enumerated as follows:-

1. Cleanliness begins at home and in the society
2. Say no to Plastic and carry your own Jute/Cotton bags - as was the practice 25 years ago.
3. Improper disposal of plastic waste chokes the drainage system and results in flooding during monsoon and consequently the spread of diseases like leptospirosis and cholera etc.
4. Segregate waste into dry and wet waste
5. Do not Litter and don't let others litter
6. Recycle and reuse waste so that it helps the economy and society

The Swachh Bharat pledge was then undertaken by the members and students who attended this programme. Saplings were also planted by the Vice Chairman and Secretary of the Chapter to commemorate the 150th birth anniversary of Mahatma Gandhi.

The interactive Workshop came to an end with the vote of thanks proposed by CMA Ajay Mohan, Secretary of the Chapter.

PUNE

CEP on "New Return process under GST"

Chapter conducted CEP on the subject "New Return process under GST" on 11th September 2019 at 'MCCIA-Mahratta Chamber of Commerce, Industries and Agriculture, Hadpsar, Pune. CMA Rahul Chincholkar was the speaker. CMA Shrikant Ippalpalli introduced the speaker & CMA Anil Kulkarni felicitated CMA Rahul Chincholkar.

Registered Valuers Organisation Educational Course

Chapter organised ICAI Registered Valuers Organisation Educational Course on Securities / Financial Assets from Friday 13th September 2019. CMA Nilesh Kekan, Member of ICAI-Pune Chapter felicitated CMA Kedar Sapre Sr.Cost Accountant & Past President CMA Dr.Dhananjay V.Joshi.were the Chief Guest for Inaugural session & CMA,Pramad Jain, faculty of RVO Course. CMA Abhay Deodhar, Vice Chairman,of Chapter felicitated Past President of ICAI CMA Amit Apte, RCM,WIRC, CMA Chaitanya Mohrir & RVO Course faculty CA Parag Kulkarni on valedictory session of Course. Past President of ICAI CMA Amit Apte, RCM,WIRC, CMA Chaitanya Mohrir offered Certificates to participants for completing RVO Course. Total 11 participants attended the session.

Pre Placement Orientation Training Programme -3rd Batch

Pre Placement Orientation Training Programme -3rd Batch held from 14th to 25th September 2019. CMA Vidyasagar inaugurated the Pre Placement Orientation Training Programme -3rd Batch by lighting the lamp at CMA Bhawan.

Past President CMA Dr.Dhananjay V.Joshi, CMA Amit Apte, CMA Chaitanya Mohrir, RCM,WIRC, CMA Sujata Budhkar, Chairperson, CMA Abhay Deodhar, Vice Chairman,CMA Narhar Nimkar,Advisor, CMA Smita Kulkarni, Secretary,CMA Rahul Chincholkar ICAI-Pune Chapter were present for the inauguration. Total 56 students from various states participated in training programme. Participants really enjoyed the session & the Certificate Distribution programme held on Valedictory Session. Students appreciated the efforts taken by Pune Chapter for faculty guidance, food and other facilities.

GST Course 5th Batch

Certificate Course on Goods & Services Tax (GST) - 5th Batch started on Saturday, 14th September 2019 at CMA Bhawan, Karvenagar. CMA Rahul Chincholkar, Member Pune Chapter, welcomed the participants and introduced the faculty CMA N.K.Nimkar for the inaugural session. Total 23 students registered for the course.

CEP on "TDS Provisions & Case Studies"

Chapter conducted CEP on "TDS Provisions & Case Studies" on Saturday, 21st September 2019 at 'CMA Bhawan'. CMA Shekhar Sane was the Speaker for the programme. CMA Abhay Deodhar, Vice Chairman,ICAI-Pune Chapter introduced the speaker & CMA Chaitanya Mohrir RCM,WIRC felicitated CMA Shekhar Sane.

SURAT - SOUTH GUJARAT

CEP on "UDIN"

Chapter organized a CEP on "UDIN" on 7th September 2019 at Chapter's Premises. CCM CMA Dr. Ashish Thatte was the faculty and Guest of Honor. CMA Nanty Shah, Secretary of the Chapter welcomed all the participants and Guest. Chairman and CMA Kailash C. Gupta, Vice Chairman of the Chapter welcomes the guest with flowers and memento. Before starting the CEP there was a small celebration of facilitation of Meritorious/Rank Holder students from Surat SG Chapter in June-2019 exams. 5 students from Inter and 3 students from Final were felicitated by appreciation certificate by the worthy hands of CCM CMA Dr. Ashish Thatte in the precious presence of student's parents. CMA Dr. Ashish Thatte gave some very important tips regarding campus placement and guide them for better future as in corporate employee or PCA. Chairman CMA Brijesh Mali also gave blessings to the students.

The programme was followed by technical session on 'UDIN'. CMA Dr. Ashish Thatte gave in depth knowledge and guidance about the subject. He talked about difficulties faced by Practicing Cost Accountants and steps to be taken as prevention in recent scenario. The programme was well attended by students and members. CMA Pankaj Kannaujiya, Treasurer proposed vote of thanks. CEP on "Recognition of Startups, its Advantage in Direct Tax and Various other laws" Chapter organized a CEP on "Recognition of Startups, its Advantage in Direct Tax and Various other laws" on dated 22nd September 2019 at Chapter's Premises.

CMA Nanty Shah, Secretary of the Chapter welcomed all the participants. CMA Bharat Savani, Vice Chairman & CMA Bhanwarlal Gurjar, member of the Chapter offered the flowers and memento to the faculty Mr. Mehul Shah, who is a Practicing CA at Surat. CA Mehul Shah guided all the participants about the startup programme and its advantage in Direct tax and other various laws. At the end of the session the speaker answered the queries of the participants. About 21 members were took part in it. CMA Kishor Vaghela, Member of the Chapter proposed vote of thanks.



Dr. K B Rao inaugurating Felicitation function organised by Ahmedabad Chapter on 30th August 2019.



CMA Ashsini Bhavsar RCM-WIRC felicitating student during Felicitation function organised by Ahmedabad Chapter on 30th August 2019.



CMA Hardik Diwanji, Chairman of Baroda Chapter felicitating Shri Anurag Thakur, Hon'ble Minister of State for Finance & Corporate Affairs during Joint Seminar organised by Baroda Chapter with FGI.



CMA Aniruddh Gupta and CMA Saurabh Parikh of felicitating Mr. Devesh Gupta, Joint Commissioner, Indore during Seminar on Insolvency and bankruptcy code 2016 organised by Indore Dewas chapter on 14th September 2019



CMA Dipak Joshi, Chairman felicitating CMA Sunetra Ganesan, Chief Guest during Felicitation Function organised by Nashik Ojhar Chapter on 31st August 2019.



CMA K.R. Jethani felicitating CMA Virag Shah during CEP organized by Navi Mumbai Chapter on 29th September 2019. Also seen L to R CMA Sushant, CMA Narayanawamy, CMA Vaidyanathan, CMA S Mohite, CMA Vinayak Kulkarni, RCM-WIRC.



CMA Chaitanya Mohrir RCM, WIRC felicitating CMA Shekhar Sane during CEP on TDS Provisions organised by Pune Chapter on 21st September 2019.



CMA Dr. Dhananjay V. Joshi, Past President ICAI, inaugurating the Pre Placement Orientation Training Programme - 3rd Batch organised by Pune Chapter by lighting the lamp on 14th September 2019.



THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

TECHNICAL CELL (Cost Audit & Statutory Compliances)

SYMPOSIUM ON

"COST AUDIT - STAKEHOLDERS VALUE PROPOSITION"

Theme of the Symposium :

The Cost Audit mechanism has a great potential to add value for all its stake holders. Technical Cell of the Institute is organising a Symposium on Cost Audit so as to get feedback from the Stakeholders on how the Cost Audit adds value for them and their requirements from this mechanism which can determine the future developments. With this objective in mind the Technical Cell of the Institute has organised a Symposium on Cost Audit - Stakeholders Value Proposition.

Program Details :

Day & Date : Friday, 20th December 2019

Timing : 10.00 am to 05.00 pm

Venue : Y. B. Chavan Auditorium, Nariman Point, Mumbai, Maharashtra 400 021.

Brief Program Schedule :

From	To	Duration	Program
09.30 am	10.00 am	30 min	Registration
10.00 am	11.30 am	90 min	Inauguration
11.30 am	01.00 pm	90 min	Technical Session 1 - Government & Regulators
01.00 pm	01.45 pm	45 min	Lunch Break
01.45 pm	03.15 pm	90 min	Technical Session 2 - Industry & Industry Associations
03.15 pm	03.30 pm	15 min	Tea / Coffee Break
03.30 pm	05.00 pm	90 min	Technical Session 3 - Society at Large

Eminent speakers representing various Stakeholders will express their views on the Value addition through Cost Audit & further expectations from this mechanism.

The Symposium is aimed at showcasing the value proposition of the Cost Audit Mechanism. You are requested to block your dates to attend the symposium and make it a grand success.

This is the First Announcement of the Symposium, a detailed schedule and further information will soon be made available.

To



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