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Beyond Borders: Geopolitics, Trade Wars & Supply Chain Resilience



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Glimpses of the MSME Rise 2026 held at Nagpur on 31st October 2026



Distinguished Dignitaries on Dias during the Inaugural Session – (L to R) CMA Manisha Agrawal Secretary & Treasurer, ICMAI-WIRC, Shri Rajeev Kalra, Director Finance, Yantra India Limited, Shri Jitendra Kumar, General Manager, SEBI, CMA Chittaranjan Chattopadhyay, President, ICMAI, CMA K Ch A V S N Murthy, Chairman MSME Board, ICMAI, CMA Ashwinkumar Dalwadi, Former President & CCM, ICMAI, CMA P. V. Bhattad, Former President ICMAI, CMA Vivek Bhalerao, Vice Chairman, ICMAI-WIRC, CMA S Rajat Naidu, Chairman ICMAI-Nagpur Chapter



Inauguration of MSME Conclave 2026 by Chief Guest Shri Jitendra Kumar, General Manager, SEBI, Guest of Honour Shri Rajeev Kalra, Director Finance, Yantra India Limited



CMA Ashwinkumar Dalwadi, Former President & CCM, ICMAI & CMA K Ch A V S N Murthy, Chairman MSME Board, ICMAI Felicitate Chief Guest Shri Jitendra Kumar, General Manager, SEBI



Felicitation of CMA Chittaranjan Chattopadhyay, President, ICMAI by CMA Harshad Deshpande, CMA K Ch A V S N Murthy & CMA Vivek Bhalerao



Felicitation of CMA Sonali Sonavane, Speaker by CMA Harshad Deshpande & CMA Mihir Vyas



Felicitation of Mrs. Radha Kirthivasan, Speaker by CMA (Dr.) Ashish Thatte & CMA Chaitanaya Mohrir



Panel Discussion Session: "Can Capital Markets & Speedy Justice Accelerate MSME Growth?"



Central Council Members, Regional Council Members, Nagpur Chapter Committee members alongwith Speakers, Panelits and Staff Members

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Vision Statement

"The Institute of Cost Accountants of India would be the preferred source of resources and professionals for the financial leadership of enterprises globally."

Mission Statement

"The Cost and Management Accountant professionals would ethically drive enterprises globally by creating value to stakeholders in the socio-economic context through competencies drawn from the integration of strategy, management and accounting."

CHAIRMAN'S COMMUNIQUE



CMA MAHENDRA BHOMBE
Chairman, ICMAI-WIRC

Dear Professional Colleagues,

""In a world without borders for Challenges, Resilience, Knowledge and Innovation are the Strongest Currencies of Success."

The world is changing faster than ever, and the ability to adapt, innovate and remain resilient will define the leaders of tomorrow. In an era where global developments can reshape markets overnight, businesses must look beyond conventional boundaries, anticipate emerging challenges and transform uncertainty into opportunity. As Cost and Management Accountants, we have a significant role to play in helping organisations navigate this dynamic environment through strategic thinking, financial intelligence and informed decision-making.

The theme of this month's Bulletin, **"Beyond Borders: Geopolitics, Trade Wars & Supply Chain Resilience,"** is particularly relevant in today's interconnected world. Geopolitical tensions, trade restrictions, changing tariff structures, currency fluctuations and disruptions in global supply chains are redefining the way businesses operate. These developments have made risk assessment, cost competitiveness, supply chain diversification and financial resilience essential components of business strategy. For the CMA profession, this presents an opportunity to move beyond traditional cost management and contribute meaningfully to enterprise-wide strategic decisions.

This edition brings together an interesting blend of contemporary perspectives and professional insights. Articles such as "Beyond Borders: When Geography Returns to Global Business," "Impact of Geopolitics on Trades and Supplies" and "Beyond Borders: Geopolitics, Trade Wars & Supply Chain Resilience" explore the changing global business landscape. "Samvat 2083: Navigating India's Golden Decade Amidst Global Crosswinds" offers an outlook on India's economic opportunities, while "Resilience Without Reserves: The Hidden Cost of Geopolitical Trade Wars on the Survival Strategies of Indian MSMEs" highlights the challenges faced by smaller enterprises.

The edition further explores emerging dimensions of professional practice through "From Month-End to Real Time: How Artificial Intelligence is Changing Power Sector Finance in India," "Cost Intelligence for Strategic Decision-Making and Value Creation" and "When the World Shakes, Cash Must Flow." Together, these contributions demonstrate how knowledge, technology, financial discipline and strategic cost management are converging to shape the future of businesses. I am confident that readers will find this edition both informative and thought-provoking.

MSME RISE 2026 – From Enterprise to IPO

I am delighted to share that the MSME RISE 2026, organised by the MSME & Start-up Promotion Board of ICMAI jointly with WIRC, in association with the ICMAI-Nagpur Chapter, was successfully conducted on 31st October 2026 at Nagpur under the theme **"उत्कर्ष – From Enterprise to IPO"** and the tagline "Scaling Businesses. Creating Value. Unlocking Capital."

The programme was graced by Shri Jitendra Kumar, General Manager, SEBI, as the Chief Guest and Shri Rajeev Kalra, Director Finance, Yantra India Limited, as the Guest of Honour. We were also privileged to have the gracious presence of CMA Chittaranjan Chattopadhyay, President, ICMAI; CMA Kandala CHAVSN Murthy, Chairman, MSME & Start-up Promotion Board, ICMAI; CMA Harshad Deshpande, Central Council Member; CMA (Dr.) Ashish Prakash Thatte, Central Council Member; my fellow Regional Council colleagues and members of the Managing Committee of the Nagpur Chapter.

The enthusiastic participation of MSME entrepreneurs and professionals made the event truly meaningful. The programme featured two insightful technical sessions and a stimulating panel discussion, bringing together an eminent panel of industry and financial market experts, including CMA Sonali Sonawane, National Lead – Risk, SME, BLSE & LAP, Bajaj Finance Limited; Ms. Radha Kirthivasan, Head – Issuer Relations & Corporate Sales, BSE; Dr. Milind V. Dalvi, Chief Executive Officer, Association of Investment Bankers of India; Ms. Parvathi Moorthy, Associate Vice President – SME Business Development, NSE; Ms. Rina Sinha, President, Vidarbha Economic Development Council; and Ms. Gauri Venkatraman, Senior Advocate.

It was indeed a wonderful convergence of knowledge, experience and practical insights, reinforcing the importance of access to capital, professional guidance, innovation and institutional support in enabling MSMEs to scale their businesses and explore new growth avenues. I extend my sincere appreciation to everyone who contributed to making MSME RISE 2026 a grand success.

Empowering Professionals through Artificial Intelligence

In another significant initiative towards future-readiness, the AI Strategy & Innovation Board of ICMAI, jointly with the Western India Regional Council, successfully conducted a Three-Day Certificate Course on AI Proficiency at the WIRC Office, Mumbai. The programme witnessed enthusiastic participation and an encouraging response from members and professionals.

The overwhelming response has further strengthened our commitment to promoting technology-driven professional development, and I am pleased to share that WIRC has launched the Second Batch of the Certificate Course on AI Proficiency.

Artificial Intelligence is no longer a distant possibility; it is rapidly becoming an integral part of professional practice. As CMAs, embracing AI will enable us to enhance productivity, strengthen analytical capabilities and deliver greater value to organisations. I encourage members to actively participate in such initiatives and remain abreast of technological advancements.

Celebrating International Men's Day

WIRC also celebrated International Men's Day at its office, recognising the importance of positive contributions, responsibility, compassion, mutual respect and well-being in our workplaces and society. The occasion provided an opportunity to appreciate the role of men in building supportive families, inclusive institutions and stronger communities. Such celebrations remind us that a progressive professional community is built on mutual respect, equality and collective responsibility.

Revision and Marathon Lecture Series – December 2026 Examination

The Students Coordination Committee of WIRC has organised a Revision and Marathon Lecture Series for students appearing in the December 2026 examinations, from 19th November to 8th December 2026, covering Foundation, Intermediate and Final courses through online sessions. I encourage all students to actively participate in these sessions and make the best use of this valuable learning opportunity. The initiative aims to facilitate focused revision, strengthen conceptual understanding and help students prepare confidently for their examinations. I urge every student to take full advantage of the guidance and expertise of the faculty. My best wishes to all students appearing for the December 2026 examinations. Stay focused, believe in your preparation and give your best. Your hard work today will shape your success tomorrow!

Save the Dates – RCMAC 2027 at Pimpri

I am delighted to announce that the Regional Cost & Management Accountants Convention (RCMAC) 2027 will be held on 16th and 17th January 2027 at Pimpri. RCMAC is one of WIRC's significant annual professional gatherings, bringing together Cost and Management Accountants, industry leaders, academicians and thought leaders on a common platform. It provides an excellent opportunity to exchange professional knowledge, deliberate on emerging business and regulatory developments, explore new dimensions of the CMA profession and strengthen our professional network. With an enriching programme, insightful deliberations and meaningful interactions, RCMAC 2027 promises to be a valuable experience for every participant. I warmly invite all members, professionals and students to join us in large numbers. Kindly block your dates – 16th & 17th January 2027.

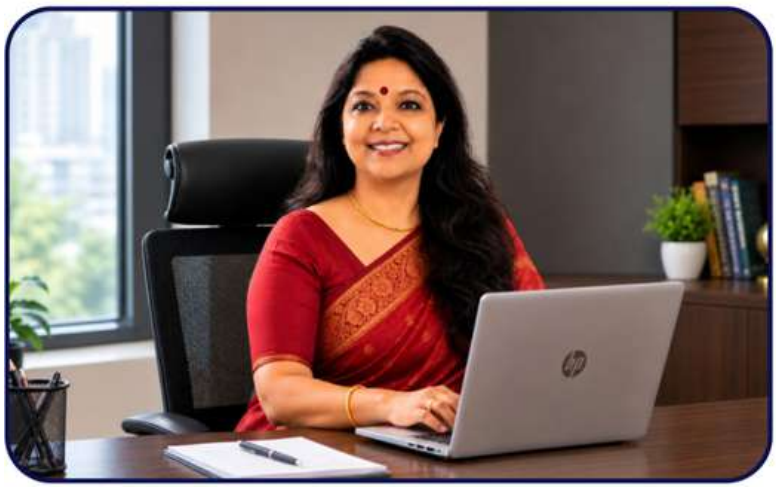
As we move towards the close of another eventful year, I encourage every member to continue learning, sharing knowledge and contributing to the growth of our profession. The evolving global business environment presents challenges, but it also opens unprecedented opportunities for those who are prepared to adapt and lead. Let us continue to strengthen our professional capabilities, embrace innovation and uphold the values that make the CMA profession a trusted partner in business and nation-building.

At WIRC, our commitment remains unwavering towards creating meaningful opportunities for members and students, strengthening professional excellence and taking the Institute's initiatives to greater heights.

Every Member Matters. Every Student Matters. Every Opportunity Matters.

Warm regards,
CMA Mahendra Tulshiram Bhombe
Chairman
Western India Regional Council
The Institute of Cost Accountants of India

EDITORIAL COMMUNIQUE'



CMA Manisha Agrawal
Chairperson – Editorial Board WIRC-Bulletin,
Secretary & Treasurer, ICMAI-WIRC

Dear Professional Colleagues,

The global business environment is changing rapidly. Geopolitical tensions, trade wars, changing import duties and disruptions in international supply chains are affecting the way businesses operate, manage costs and compete in the market.

Let us take the example of Apple. For many years, China was the main manufacturing base for Apple's products. However, growing trade tensions between the US and China, uncertainty over tariffs and other global developments encouraged Apple to look at alternative manufacturing locations. India gradually emerged as an important destination.

With manufacturing partners such as Tata Electronics and Foxconn, Apple has been expanding its manufacturing activities in India. This has also created opportunities for Indian companies to become part of its supply chain. Reports indicate that Apple's iPhone exports from India crossed ₹2 lakh crore in calendar year 2025.

This example shows us that a global challenge can also create a new opportunity for India. However, shifting manufacturing from one country to another is not an easy task. Companies have to consider production costs, transportation, availability of skilled people, quality, technology and the reliability of suppliers.

For CMAs, this brings several important questions. Is it always economical to manufacture in the cheapest location? Can a slightly higher cost be justified if it reduces the risk of business disruption? How can Indian MSMEs improve their efficiency and become suppliers to global companies? These are areas where our professional knowledge and guidance can make a real difference.

Recent developments, such as disruptions in the Red Sea, the Russia–Ukraine conflict and trade tensions between major economies, have shown that an event in one part of the world can affect businesses everywhere.

It can increase the cost of raw materials, transportation and production, delay deliveries and affect the profitability of businesses.

The focus of businesses today should not be only on buying at the lowest price, but also on ensuring that supplies are available on time and business operations continue without interruption.

This brings a greater responsibility to Cost and Management Accountants. Our role is no longer limited to preparing cost statements or finding ways to reduce expenditure. We must help businesses understand risks, identify alternative suppliers, control costs, manage inventory and take better financial and business decisions.

For example, maintaining additional inventory may increase storage costs, but it can also protect a company from production stoppages when supplies are delayed. Similarly, having suppliers in different locations may cost more initially, but it can reduce dependence on a single source and protect the business in difficult times.

For Indian businesses, particularly MSMEs, these global changes bring both challenges and opportunities. India has the potential to become a stronger manufacturing and export destination. However, to make the most of these opportunities, our businesses must focus on quality, cost competitiveness, technology, productivity and reliable supply chains.

I firmly believe that the future belongs to businesses that can control costs while also preparing for uncertainties. CMAs, with their knowledge of costing, finance, risk management and business strategy, have an important role to play in helping organisations achieve this balance.

I hope this edition will encourage our readers to understand these global developments from a business perspective and explore how we, as professionals, can contribute to building stronger and more resilient organisations.

Let us move beyond simply reducing costs and help businesses build competitiveness, face challenges and create long-term value.

Happy Reading!

Warm regards,

CMA Manisha Agrawal
Chairperson – Editorial Board - WIRC Bulletin
Secretary & Treasurer ICMAI – WIRC



CMA Arjya Priya Sinha

Mob - 8918860947
Email - cmaarjyapriyasinha13@gmail.com

Beyond Borders: When Geography Returns to Global Business

For nearly three decades, global business operated on a simple promise: make where it is cheapest, source where it is easiest, and sell wherever customers exist. That promise has not disappeared—but it now comes with an asterisk. Tariffs, sanctions, export controls, shipping disruptions, and political mistrust have reminded companies that geography still matters.

The new business question is no longer merely, "Where can we produce at the lowest cost?" It is, "Where can we produce, source, ship, and sell without losing control of our future?"

The Return of Geography

Globalisation did not end; it changed character. Trade is still vast, but it is increasingly filtered through strategic considerations. Governments now treat semiconductors, batteries, rare earths, pharmaceutical ingredients, energy systems, defence technology, and digital infrastructure as national-security assets rather than ordinary commercial goods.

This shift has turned supply chains into strategic maps. A factory is no longer just a production unit; it is a node in a network that may be affected by a distant conflict, a new tariff, a port blockade, or a change in export rules. Research by the European Central Bank suggests that "geopolitical distance" now influences trade flows: a 10% increase in such distance was associated with an approximately 2% decline in manufacturing trade, with stronger effects in advanced economies.[ecb.europa]

In other words, political alignment has become a commercial variable.

Trade Wars: The Cost of Not Knowing

Tariffs are visible; uncertainty is invisible but often more expensive. A company can calculate a duty. It cannot easily calculate the cost of postponing a factory expansion, holding extra inventory, redesigning a product, or losing a customer because a shipment arrived late.

The WTO notes that tariffs and other trade-restrictive measures have reached levels not seen in decades, while trade-policy uncertainty may create even greater distortions than the measures themselves. The OECD similarly identifies uncertainty as one of the most disruptive forces in global trade, affecting confidence, investment, and supply-chain decisions. [wto]

For Indian exporters and manufacturers, this means planning cannot rely on a single "base case." A resilient business prepares for multiple futures: a tariff escalation, a logistics chokepoint, a supplier failure, a cyberattack, or a sudden compliance requirement.

The Efficiency Trap

The old supply-chain model rewarded efficiency. Companies reduced inventory, consolidated vendors, and sourced from the lowest-cost location. The result was lower cost—but also concentrated risk.

A single supplier of a critical component, one dominant shipping route, or one country-dependent input can turn a local disruption into a global business crisis. The OECD's 2025 Supply Chain Resilience Review highlights how geopolitical tensions, concentration of supply, and economic coercion have increased uncertainty for international supply chains.

Yet the answer is not to abandon global trade or produce everything domestically. The OECD warns that broad relocalisation policies could reduce global trade by more than 18% and global real GDP by more than 5%, without necessarily delivering better resilience. Self-reliance, pursued blindly, can become another form of fragility.

From Lean to Resilient

Resilience does not mean abandoning efficiency. It means pricing risk into business decisions. The goal is a supply chain that is lean where possible and flexible where necessary.

Old mindset	Resilient mindset
Lowest purchase price	Lowest risk-adjusted total cost
One trusted supplier	Qualified alternatives for critical inputs
Minimum inventory everywhere	Strategic buffers for essential items
Cost-led sourcing	Cost, continuity, compliance, and trust
Crisis response after disruption	Early warning and scenario planning
Limited supplier visibility	Visibility across key tiers of the network

The OECD describes resilient supply chains as "agile, adaptable, and aligned"—capable of responding to change while retaining the advantages of open trade.

Five Moves for Indian Businesses

1. Identify the "crown jewels"

Not every input requires redundancy. Companies should identify the few products, components, suppliers, ports, and data systems whose failure would seriously affect revenue, safety, reputation, or regulatory standing. Resilience begins with prioritisation.

2. Diversify with discipline

Adding suppliers without capability assessment only creates administrative complexity. A stronger approach is to qualify alternative sources for critical categories, test them periodically, and maintain clear switching arrangements.

3. Make the supply chain visible

Many firms know their direct suppliers but not the suppliers behind them. Digital tools, supplier portals, logistics tracking, and scenario modelling can help identify disruptions before they reach customers. The OECD emphasises digital transformation as a key enabler of more agile and resilient supply chains.

4. Treat compliance as strategy

Customs classification, rules of origin, export controls, sanctions screening, transfer pricing, and data-governance requirements are no longer back-office matters. They shape market access, cash flow, and reputational risk. Trade compliance should sit beside procurement, finance, and operations—not after them.

5. Rehearse disruption

A supply-chain stress test should ask practical questions: What happens if our main port is congested for three weeks? If a key supplier cannot ship? If a new tariff makes our product uncompetitive? If a customer demands proof of origin? The purpose is not to predict every crisis, but to reduce decision time when one arrives.

India's Moment—With Conditions

India has a rare opportunity. Global firms are seeking credible alternatives, and India offers scale, a large talent pool, improving digital infrastructure, and growing manufacturing capability. But opportunity is not automatic. Buyers will choose locations that combine cost competitiveness with reliable logistics, predictable policy, quality assurance, and strong compliance systems.

The IMF notes that diversifying import sources can mitigate the impact of adverse trade shocks, but the benefits depend on how diversification is designed and implemented. For India, this reinforces a simple lesson: resilience must be built into ports, customs, warehousing, skills, finance, digital documentation, and services—not only into factory incentives.

The Finance Professional's New Mandate

Supply-chain resilience is often discussed as an operations topic, but finance professionals are uniquely placed to make it real. They can quantify disruption risk, evaluate supplier concentration, assess working-capital needs, test the economics of dual sourcing, and ensure that resilience investments produce measurable returns.

Chartered Accountants can also help leadership ask sharper questions: What is the financial impact of a 30-day supply interruption? Which suppliers create unacceptable concentration risk? Are contracts strong enough to protect the company during a trade disruption? Is the company's compliance framework ready for a sudden regulatory change?

The Borderless Illusion

The world has not become less connected; it has become more conditional. Companies that continue to operate as though borders do not matter may find their strategies disrupted overnight. Those that build visibility, flexibility, compliance strength, and strategic partnerships will be better placed to turn uncertainty into advantage.

Beyond borders lies not a borderless world, but a smarter one—where businesses compete not only on price and scale, but on trust, adaptability, and the ability to keep moving when the world changes course.

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CMA Suman Datta

Mob - 9004799456
Email - sumandatta0707@gmail.com

Beyond Borders: Geopolitics, Trade Wars & Supply Chain Resilience

Introduction

Imagine a garment exporter in Tirupur with orders for a US retailer. Cotton is bought, workers are busy, and container booked. Then three things happen in quick succession. US announces higher tariffs. Gulf-war increases shipping costs. And rupee moves against dollar just when it needs to pay to cotton supplier(s). None of these events were in company's control but each impacts its bottom-line.

This is the new normal for Indian business. Wars, sanctions, tariffs and export bans now impact a factory in Tirupur, a diamond unit in Surat, or a shrimp farm in Andhra Pradesh within days.

This article explains that Indian businesses must look beyond reacting to geopolitical uncertainty—they must proactively build resilience to keep operating, competing, and growing.

1. Why India feels global shocks so strongly

India is a big economy, but it is also deeply connected to the world. Three links matter most.

- **India imports energy**. India buys most of its crude. Oil prices directly impact fuel, transport, plastics, paints, fertilizers, chemicals, etc.
- **India imports key parts**. Many Indian units import electronic components, chemicals, active pharmaceutical ingredients, solar cells and machinery. China is a major source for many of these.
- **India exports to a few big markets**. The US is India's largest export market. A policy change there, impacts our textiles, gems and jewellery, seafood, auto parts, engineering goods and chemicals.

So, shocks can hit us from both sides: costs go up when we import, and orders go down when we export.

2. How the shocks arrive

(i) Tariffs and trade restrictions

A tariff is a tax on imported goods that makes products dearer, driving buyers to negotiate prices or switch suppliers.

India experienced this directly when US hiked its tariffs to 50% in 2025, including a penalty for Russian oil purchases, before an interim deal lowered it to 18% in February 2026. However, ongoing trade talks leave future rates uncertain.

This is not about a single country or a particular rate. Simply put tariff rules can change quickly, and a business built on its assumption is exposed.

(ii) Wars and shipping disruptions

Rerouting ships around Africa increases transit times, freight costs, and insurance rates. At the same time, West Asian conflict threatens global oil supplies that pass through the region.

(iii) Export controls from other countries

Sometimes the biggest risk isn't a high tariff, but a total export ban. When China restricted rare earth magnet exports in 2025, Indian EV and auto makers faced major delays, showing how missing one cheap part can halt production on an expensive product.

3. What this does to a business: a simple map

Shock	What happens first	Where it hurts
New tariff in a key export market	Buyers ask for discounts or delay orders	Lower margins; unsold stock
War or shipping route change	Delivery time & freight cost increases	Higher cost; more money locked in inventories on the sea
Oil price spike	Fuel, packaging and chemical costs rise	Higher input costs; thinner margins
Export ban on key input	Production line slows or stops	Lost sales; penalties from customers
Rupee weakens or swings	Import bills rise; export earnings change	Forex gain or loss; unpredictable profit
Banks and buyers turn cautious	Payments get slower; credit tightens	Working capital pressure

Every shock hits margins and cash flow. That is why finance leaders must sit at the centre of strategy and run in-depth financial analyses.

4. Commodity price swings: the silent margin eater

Commodity prices (crude, steel, copper, cotton, edible oils, chemicals, etc.) depend on many factors: wars, weather, policy and speculation. Indian businesses cannot change their selling price as fast as their input prices.

Example: A mid-sized plastic packaging company buys polymer, whose price follows crude. Its contract with a large FMCG customer fix selling price for six months. If crude rises 15% in 1 month (crude prices increased to over $100 per barrel), the company must absorb extra cost until contract ends.

Simple ways to manage this:

- **Negotiate to include price-variation clause** in customer contracts, so that price moves with an agreed index (for example, a steel or polymer benchmark).
- **Buy in stages** instead of all at once; helps to average the cost price.
- **Use hedging where available.** Large companies can hedge commodity prices through exchanges or banks. Smaller firms can seek assistance from banks.
- **Keep a watch list.** Monitor input prices making up majority of the cost, and closely review them.

5. Forex exposure: when the rupee moves

Forex exposure simply means that profit changes when exchange rate changes. It affects 2 kinds of businesses predominantly:

- Importers pay in dollars. If rupee weakens, they need more rupees to pay.
- Exporters earn in dollars. A weaker rupee usually helps them, but only if their own costs (imported inputs, foreign loans) have not risen as well.

Example: A Pune auto-parts maker buys steel locally but imports a special coating chemical for USD 100,000 every quarter. A 3% fall in rupee adds roughly USD 3,000 worth of rupees to each bill. Annually, it becomes significant.

There is also a trap: a natural hedge is left unused. If you import and export in dollars, the two can offset each other. Many firms never compare the two flows.

Tool	In plain words	Best suited for
Natural hedge	Match dollar income with dollar costs	Firms - import and export in dollar
Forward contract	Lock today's rate for a future date	Known, dated payments or receipts
Options	Pay fee to protect against a bad move but gain from a good one	Firm looking for protection and flexibility
Invoice in rupees	Ask the foreign party to pay or be paid in INR	When the buyer or supplier agrees
Shorter credit periods	Less time for rates to move	Everyone

Companies to build a **simple forex policy:** how much of expected exposure will be hedged, who decides, and who reports. This avoids panic decisions.

6. Working capital: where the real pressure builds

Working capital is the money used for day-to-day business operations: inventories, money owed by customers (receivables) and money owed to suppliers (payables). Global shocks squeeze it from every direction.

- Inventories rise. To avoid running out, firms buy more inputs and keep more safety inventory.
- Goods stay longer in transit. A longer shipping route means money locked up for more days.
- Customers pay late. Foreign buyers facing their own pressure ask for longer credit.
- Suppliers want advance payment. In uncertain times, they trust nobody.
- Borrowing costs more. More cash needed, and loans are interest-bearing.

A quick example with numbers (illustrative):

A company with annual sales of ₹120 crore needs ₹10 crore of sales per month. If its cash-cycle increases by 20 days because of shipping delays and slow payments, it needs ₹6.7 crore of extra funds (₹10 crore ÷ 30 days × 20 days ≈ ₹6.7 crore). With borrowing cost at 10%, i.e. ₹67 lakhs extra interest. This is an unplanned cost!

What helps:

- Measure cash cycle. Know inventory, receivables and payables position. Monitor closely.
- Use export credit support. Banks offer pre-shipment/post-shipment credit to exporters, often cheaper. Export credit insurance from ECGC can protect against buyer non-payment.
- Negotiate with suppliers/buyers. Where you must pay early, try to collect early. Leverage supply chain finance/bill discounting networks.
- Do not over-stock. Keep safety stock only for few parts that can stop your line.
- Keep cash buffer or an unused credit line. Standby facility is worth in gold.

7. Supply chain resilience: from "cheapest" to "safest at a fair cost"

For years, the question was: Who is the cheapest supplier? Today the better question is: If this supplier fails, what do I do? Is there an alternative reliable supplier? Resilience, does not mean spending without limit. It means choosing where to spend.

Strategy	What it means	Word of caution
Dual sourcing	Two suppliers for critical parts	Slightly higher unit cost
China-plus-one	Add other countries (Vietnam, Indonesia) or domestic alternatives beside China	New suppliers need quality checks and time
Local sourcing	Replace imports with Indian suppliers where possible (Make in India)	Check capacity and quality first
Safety stock	Keep extra of key items	Blocks cash, so use for critical parts
New markets	Find other markets to sell (EU, UK, Middle East, Africa, ASEAN)	Needs time, certification and buyers
Digital visibility	Track orders, shipments and supplier risks in one place	Needs discipline in using it

India is working on new trade agreements and this will open new markets. But a trade agreement only creates a door. Each business has to walk through it, with the right quality, certification and pricing.

Map the chain. Many owners only know their direct (Tier 1) suppliers, leaving hidden risks deeper in the supply chain. Even if a product says "Made in India," the supplier may rely on a single foreign source—so ask the critical suppliers about their dependencies.

8. Strategic cost management: cut waste, not muscle

In tough times, cutting costs across the board often backfires by harming quality, service, and future growth. A smarter strategy separates expenses into three distinct categories before making cuts.

- **Waste to remove**: rework, scrap, idle stock, energy leaks, avoidable freight and penalties.
- **Costs to protect**: quality control, skilled workers, customer relationships and product development.
- **Costs to make flexible**: turn fixed costs into variable viz. by using shared warehousing or flexible contracts.

Other practical ideas:

- **Redesign products** to use cheaper or locally available materials without losing quality.
- **Improve energy efficiency**. Solar power or better machines lower exposure to fuel-price swings.
- **Share the pain fairly**. In long-term customer relationships, discuss price adjustments, because a supplier who survives is better than one who collapses.
- **Keep scenario sheets**. Prepare alternative plans i.e. base case, tough case and extreme case. Decide actions to be taken against each plan.

9. A ready checklist

The checklist below turns ideas into practical steps along-with ownership. Start with ones that matter most to the business and closely review progress.

Area	Action	Owner
Customers	Split revenue country-wise and buyer-wise	Sales
Contracts	Add price-variation and currency clauses where possible	Finance
Forex	Prepare hedging policy and review monthly	CFO
Commodities	List top 5 inputs and track weekly prices	Procurement
Working capital	Measure inventory, receivable and payable days	Finance
Suppliers	Identify single-source parts and start a second source	Operations
Funding	Confirm standby credit lines with banks	Finance
Planning	Prepare base, tough and very tough budgets	Leadership

10. A short case study (illustrative)

Consider a Surat-based textile exporter, ABC.

Before disruption, 60% sales went to a single US buyer, it imported dyes from one supplier and it did not hedge its dollar income. When tariffs rose and shipping slowed, the buyer asked for a 7% discount, freight costs rose, and a weaker rupee raised cost of its dyes. Cash became tight within two months.

Over the next year, ABC made five changes. It started selling in UK and Gulf, so no single buyer was more than 35% of sales. It added a second dye supplier. Entered into forward contracts for half of its dollar receipts and added price-variation clause to new contracts. It used bill discounting to shorten its cash cycle. While none of these steps was dramatic, however, it brought sanity into the business.

Final thoughts

Recent developments have demonstrated that globalisation, while creating opportunities, has also created interdependence. A disruption in one part of the world can affect manufacturers, exporters, importers and consumers across several countries.

In order to survive, Corporate India must be nimble and fleet-footed to adapt to the changes: they must know their risks, spread their bets, protect their cash and act early. A simple way to start is to ask:

- If the biggest market raised tariffs tomorrow, what would we do?
- If the most important supplier stopped delivering, how many days could we run?
- If the rupee moved 5% against us, what would happen to the profit?
- If answers are ambiguous, that is where the work should begin. **Resilience is not built in a crisis. It is built before it, quietly, one decision at a time.**

INTERMEDIATE AND FINAL EXAMINATION TIME TABLE & PROGRAMME – DECEMBER 2026

ATTENTION: INTERMEDIATE & FINAL EXAMINATION (DECEMBER – 2026 TERM) WILL BE HELD ON ALTERNATE DATES FOR EACH GROUP.		
Day & Date	**FINAL (Time: 10.00 A.M. to 01.00 P.M. - IST)**	**INTERMEDIATE (Time: 2.00 P.M. to 5.00 P.M. - IST)**
	PROGRAMME FOR SYLLABUS 2022	**PROGRAMME FOR SYLLABUS 2022**
Thursday, 10th December, 2026	Corporate and Economic Laws **(P-13)**	Business Laws and Ethics **(P-05)**
Friday, 11th December, 2026	Cost and Management Audit **(P-17)**	Operations Management and Strategic Management **(P-09)**
Saturday, 12th December, 2026	Strategic Financial Management **(P-14)**	Financial Accounting **(P-06)**
Sunday, 13th December, 2026	Corporate Financial Reporting **(P-18)**	Corporate Accounting and Auditing **(P-10)**
Monday, 14th December, 2026	Direct Tax Laws and International Taxation **(P-15)**	Direct and Indirect Taxation **(P-07)**
Tuesday, 15th December, 2026	Indirect Tax Laws and Practice **(P-19)**	Financial Management and Business Data Analytics **(P-11)**
Wednesday, 16th December, 2026	Strategic Cost Management **(P-16)**	Cost Accounting **(P-08)**
Thursday, 17th December, 2026	**Electives (Any one of three Papers) :** (i) Strategic Performance Management and Business Valuation **(P-20A)** (ii) Risk Management in Banking and Insurance **(P-20B)** (iii) Entrepreneurship and Start up **(P-20C)**	Management Accounting **(P-12)**



CMA Abhisek Bhowmik

Mob - 7587497036
Email - abhi.abh.21@gmail.com

Impact of Geopolitics on Trades and Supplies

Trade and Commerce is heavily dependent on the peace and prosperity of the region. Again economically prosperous nations can attract heavy foreign power and their hidden interest.

India prospered heavily under the Gupta rule and this attracted the Huns and they continued their attacks. Later a fragmented India under Palas, Senas, Chahamanas and Pratiharas also prospered and this further attracted the Arab and Central Asian powers who continued their attacks later.

Again, we have seen how The 500 Lords of Ayyavole and the Cholas had maintained a mutual relationship of money and power. The Cholas maintained the peace and prosperity and the Trade Guild continued their profitable business.

Similarly, The Manigrammam had their best trading times with the Chera Kings.
Usually the trade guild gives the grants and financial support to the government in times of need and the government gives them safety and security.
However, when a geopolitical crisis happens, the state is often helpless and the trade guilds and the business houses faces challenges.

Let us see some illustrations and analyze them.

1.India Nepal Trade Blockade in 2015- In 2015, Nepal had adopted a new constitution and some ethnic groups felt that their representation was reduced. These people were mainly Madhesi and Tharu people. These people are residents of the Tarai region that borders India and Nepal. Post the blockade, there was a huge crisis and shortage of necessary items that are primarily imported by Nepal. This blockade continued until the matter was resolved by the Madhesi leaders in early 2016.

2.India Bangladesh Trade Crisis in 2024- In Aug, 2024 the elected government of Bangladesh was overthrown by protestors in Bangladesh and a new caretaker government took charge. The then PM of Bangladesh took refuge in India and there was huge anti-India sentiment among the people of Banglaesh. This crisis eventually led to much bigger trade crisis over the following years. The matter has not completely resolved and import and export between the two countries is yet to be completely normalized.

3.Poland Ukraine Border blockade- The EU lifted import duties on Ukrainian grain and agro products to support its economy. This resulted in massive influx of Ukrainian Agro Products across Europe. The Truckers and Farmers of

Poland blocked the border crossings as they felt their own business was suffering heavily due to the same. Even this matter is not fully resolved yet.

4.Nepal Tibet Salt Trade and its subsequent closure- The traders of Nepal and Tibet had established a vibrant salt trade. This started after the treaty of Thapathali. For more than a century, Nepalese traders established a vibrant business in the region. Main products were Tibetan Rock salt, food grains, pashmina, wool, spices and colonial goods, metal arts etc. However, following the Chinese annexation of Tibet in 1959, the trade route closed leaving the vibrant business completely halted.

5.Srivijayan Toll Tax and Chola Invasion- The 500 Lords of Ayyavole were a large guild of traders who were the primary economic backbone of the Chola empire. The Srivijaya empire in Malaya, taxed them heavily and also disrupted the trade route for their own benefits. In 1025, the Chola empire invaded the Srivijaya empire and broke their monopoly over the Strait of Malacca. This later allowed the 500 Lords to establish a huge network of interconnected trade routes across South East Asia. We just completed 1000 years of the Chola Invasion of Srivijaya.

So we have seen how the Traders and State are interconnected and how they mutually depended on each other. When the state failed or faced some issue, the traders lost their business and when traders faced losses, the state intervened.

Theme for December 2026:

"Rethinking Financial Reporting: Ind AS 118, Profit Transparency & Performance Measurement."

Articles on the theme as well as other professional matters are invited along with scanned copies of their recent passport size photograph, email id, mobile no and scanned copy of declaration stating that the articles are their own original and have not been considered for anywhere else.

Please send your articles by e-mail to wirc@icmai.in before 10th December 2026.



CMA Jainam S Sheth

Mob - 9426859169
Email - : jaimin.sheth@rediffmail.com

Samvat 2083: Navigating India's Golden Decade Amidst Global Crosswinds

With the festival of Diwali illuminating our homes and spirits, we welcome Samvat 2083 with optimism and a highly calibrated investment strategy. Over the past year, the global economy has resembled a rollercoaster, navigating through sharp interest rate pivots and severe geopolitical fragmentation. Yet, amidst this uncertainty, the Indian equity markets have proven their structural resilience. As we close out October 2026 and look toward Diwali 2027, India remains the most critical growth engine of the global economy, transitioning from an emerging market to a dominant economic anchor.

The Macroeconomic and Geopolitical Landscape (2026–2027)

Global & Domestic Headwinds (The Risks)

- **Geopolitical Fractures & Trade Disruptions:** Protracted conflicts in the Middle East—specifically escalating dynamics between Israel and Iran—and Eastern Europe continue to disrupt global trade routes. This environment keeps freight and supply chain costs elevated while making crude oil prices highly volatile.

- **US Elections & Yield Volatility:** While the US Federal Reserve's pivot to a rate-cut cycle fundamentally altered global capital flows, bond markets remain jittery. The November 2026 US Presidential elections have injected short-term institutional caution, resulting in erratic US bond yields and periodic Foreign Institutional Investor (FII) sell-offs across emerging markets.

- **Global Growth Concerns:** Broad global growth faces friction as Europe grapples with economic sluggishness and China’s recent stimulus packages yield a lukewarm reception.

- **Micro-Level Margin Pressures:** Domestically, specific sectors reliant on heavy global raw material imports face margin compression. Furthermore, urban discretionary spending in the lower-middle-income bracket exhibits temporary fatigue due to elevated localized and food inflation earlier in the year.

Global & Domestic Tailwinds (The Catalysts)

- **The "China Plus One" Execution:** Global supply chains are moving past theory into aggressive execution by actively relocating to reliable alternatives like India. This shift is capturing massive Foreign Direct Investment (FDI) across electronics, defense, Active Pharmaceutical Ingredients (APIs), and specialty chemicals manufacturing.

- **Impregnable Macro Fundamentals:** India remains a global outlier with steady GDP growth between 7.1% and 7.3%. Core CPI inflation is successfully anchored near 4.5%. Additionally, record-high foreign exchange reserves provide the RBI with ample ammunition to stabilize the Rupee and shield against currency depreciations.

- **The Domestic Liquidity Phenomenon:** Retail liquidity has emerged as the definitive market maker of 2026. Domestic retail SIP inflows consistently cross ₹28,000 crore monthly, fundamentally altering market ownership and providing a massive liquidity cushion that completely neutralizes FII outflows.

- **Corporate Earnings & Capex Revival:** Q2 FY27 corporate earnings have demonstrated remarkable resilience in core sectors such as banking, capital goods, and healthcare. With corporate balance sheets at their cleanest in a decade, the market is experiencing a visible revival in private capital expenditure.

Gold & Silver: Risk-Reward Prospects for Samvat 2083

Geopolitical uncertainty and shifting global trade architectures have driven precious metals to historic highs. No longer just traditional inflation hedges, they have emerged as active strategic assets and critical industrial necessities.

- **Gold (The Safe-Haven Tailwind):** Driven by the ongoing rate-cut cycle by the US Fed and record physical purchases by global Central Banks hedging against fiat currency volatility, 24K Gold is currently trading near ₹1,38,500 per 10 grams (as of 31st Oct, 2026). For Samvat 2083, Gold is positioned as a vital portfolio stabilizer, with upside resistance targets sitting near ₹1,55,000 to ₹1,70,000 per 10 grams.

- **Silver (The High-Reward Industrial Tailwind):** Silver is experiencing a severe, multi-year structural supply deficit. Beyond its precious metal status, it is an irreplaceable industrial component in the booming global green energy transition—specifically in Solar PV panels and Electric Vehicles (EVs). Currently trading near ₹1,79,500 per kg (as of 31st Oct, 2026), Silver offers a massive, high-reward industrial play, targeting ₹2,20,000 to ₹2,50,000 per kg over the next 12–15 months.

Index Trajectory:

The Indian equity market enters the next 12 months balancing short-term global turbulence with robust domestic technical. As of early November 2026, shifting US trade policies, elevated geopolitical risks, and volatile crude oil prices are applying intermittent selling pressure. However, persistent retail liquidity and steady corporate earnings are providing a strong floor. The broader technical structure indicates a sideways to bullish trajectory, setting up favourable accumulation zones for the coming year.

Nifty 50 Trading near the 23,000 mark, the index has recently reclaimed its 20-day EMA following a period of consolidation. While immediate geopolitical headwinds cap near-term momentum, the index is positioned to test 23,800 by December 2026. Looking across a 12-month horizon, the Nifty 50 exhibits a rising channel formation with a structural target of 25,600 to 26,700. A decisive hold above the 22,800 to 22,500 support zone is critical to maintain this upward trajectory and fend off selling pressure.

Sectoral Headwinds & Tailwinds

- **Defence & Capital Goods:** *Tailwind*: Aggressive government indigenization targets (Make in India) and massive national infrastructure capex. Headwind: Execution delays in specific PSU pockets.

- **Banking & Financials:** *Tailwind*: Clean balance sheets, peak net interest margins (NIMs) stabilizing, and strong credit growth. Headwind: Slower deposit growth forcing banks to rely on higher-cost borrowing.

- **Green Energy & Power:** *Tailwind*: Multi-trillion-dollar global transition to renewables, solar infrastructure, and EV grid upgrades.

- **Retail & Quick Commerce**: *Tailwind*: Premiumization of urban consumption and structural profitability achieved by new-age tech platforms.

Some Potential Stocks for Samvat 2083

Investors should prioritize clear earnings visibility over speculative momentum. The following portfolio balances aggressive growth (defence, quick commerce, green energy) with structural stability (large-cap banks, healthcare).

SCRIPT NAME	CMP	POTENTIAL GROWTH 1	POTENTIAL GROWTH 2
Apollo Hospitals	8448	9400	10200
Apollo Micro System	398	480	550
Shilpa Medicare	956	1230	1335
ICICI Bank	1398	1600	1750
L&T	3872	4550	4700
Lumax Auto	2023	2210	2490
MCX	3189	3360	3640
WABAG	1812	2150	2400
Radico Khaitan	4087	4470	5020
Titan	4436	4870	5290
GE Vernova	4020	5100	5450
CG Power	804	1030	1290
Netweb	4173	5625	6897
Mazagon Dock	1705	2260	2700
Indian Hotels	812	900	935
Aequs	213	290	410
HBL Engineering	799	950	1100
Eternal	344	365	430
Emmvee Photovoltaic	229	290	340

CMP Date 31st Oct 2026.

Closing Note

"India's story is not just about growth — it's about resilience, reinvention, and responsible wealth creation."

Wishing you and your family a Prosperous Samvat 2083 and a very Happy Diwali!

Disclaimer: *The investments discussed or recommended in this market analysis may not be suitable for all investors. Investors must make their own investment decisions based on their specific investment objectives and financial position, and only after consulting independent financial advisors. Investments in securities are subject to market risks; please carry out your due diligence before investing. Investment in securities market are subject to market risks. Read all the related documents carefully before investing.*



Mr. Subhadeep Dutta

Mob - 89619-89021
Email - : subhadeepdutta@myyahoo.com

Resilience Without Reserves : The Hidden Cost of Geopolitical Trade Wars on the Survival Strategies of Indian MSMEs

ABSTRACT

When the United States increased its tariffs on products to 50% in August, 2025 the usual advice for exporters was clear; find new suppliers keep extra stock protect against currency and price changes. For a company in Tiruppur making clothes or a workshop in Surat polishing diamonds this advice is not possible because they do not have the money or resources. This article asks how small businesses with resources become strong when the usual ways to handle problems are not available. The article uses ideas from Resource Dependence Theory and the Dynamic Capabilities view. It looks at examples from four groups of Indian companies that export. It says that these businesses do not avoid problems. Instead they get help from buyers from companies in the same area from their workers and from government groups. The article suggests a way to understand how these businesses adapt when they have resources. It also shows that this kind of strength comes with costs. These costs are important, for the goal of Viksit Bharat@2047.

Keywords : MSME resilience; trade war; Resource Dependence Theory; dynamic capabilities; resource-constrained adaptation; Viksit Bharat@2047

INTRODUCTION : WHEN A TARIFF REACHES THE SHOP FLOOR?

Trade wars are often discussed in percentages. 25%. 50%. 18%. A buyer's email asking to 'hold' an order, a bank installment due before cash is available and a supervisor's choice of which of 40 tailors will have reduced shifts all evoke the same astonishment at a Tiruppur shop. Geopolitics doesn't seep into an MSME through a policy paper, but through a procurement request. The chronology is important. In the summer of 2025, the United States imposed a 25% reciprocal tariff on Indian products and later added another 25% penalty effective from 27th August, 2025, imposing a total tariff burden of 50% on a wide range of Indian exports, the highest among major US trading partners. In February, 2026, a provisional agreement was reported between India and the US that reduced the nominal rate to 18% and waived the sanctions on Russian oil purchases. Later stories hint at a US Supreme Court ruling against broad tariffs, then a tentative 10% tax. The lesson for a small business is that the size of the tariff is only part of the problem. There is nothing left but that nobody can strategize about it.

MSMEs contribute around 45 percent of India's exports. CRISIL Intelligence said the sectors that are most exposed to the US shock and are heavy on MSME are textiles, gems and jewellery, and chemicals. The standard resilience playbook, largely borrowed from large-firm supply chain research, does not adapt well to these firms. The central

research question here is thus; how do resource-constrained MSMEs build resilience when supplier diversification, inventory buffering and financial hedging are not options?

WHY THIS MATTERS FOR VIKSIT BHARAT @2047?

I think, Viksit Bharat@2047 sees India as an economy by the centenary of independence. This journey goes through manufacturing and exports. Thus goes through MSMEs. Three links deserve emphasis.

Employment : I notice that export clusters are labour-intensive. Tiruppur alone employs close to 900,000 people across 2,500 factories many of them migrant workers. A tariff shock is, in effect a jobs shock.

Value chain upgrading : Developed-economy status requires MSMEs to move from price-taking subcontracting to branded, higher-margin work. MSMEs that are losing money in 2026 have left to invest in design, certification or technology.

Resilience as capability : An economy whose small firms are one policy reversal away from layoffs cannot sustain a 2047 target. Resilience, at the base of the pyramid is infrastructure, not charity.

THEORETICAL FOUNDATION

Resource Dependence Theory

Pfeffer and Salancik (1978) said that organizations do not work on their own; they stay alive by dealing with people who have important resources. Whoever has a resource that is needed and hard to find has power. For an medium enterprise that exports the important resource is getting access to a big market. In some industries like knitwear the United States is that. The US takes 30% of Tiruppurs exports and almost 55% of Indias knitwear exports to the world as reported by trade news. RDT says that companies will try to protect themselves by having supplies or by looking for other options. They might also try to connect with others through partnerships, agreements or by asking for help. The mystery, in this article is what happens when protecting yourself is too expensive.

Dynamic Capabilities

Teece, Pisano and Shuen (1997) and Teece (2007) define capabilities as a firm's ability to sense threats and opportunities to seize them and to reconfigure its resource base. This framework is often linked to well-endowed firms. It also applies to small firms if we think of capabilities not as formal budgets but as routines of improvisation. Baker and Nelson's (2005) concept of bricolage. Making do with whatever resourcesre, at hand. Fits well within this view.

Combining the Two

RDT shows why MSMEs are at risk: their reliance is focused. Their influence is weak. Dynamic capabilities show how they deal with that. The way this is put together is straightforward; when a company can't have a buffer for itself it needs to get access, to buffers that others have and getting that access is a capability.

METHODOLOGY AND DATA

The study uses a multiple-case approach (Yin, 2018; Eisenhardt and Graebner, 2007). Each export cluster is considered a case. The same logic is used across all the cases. The original research plan includes in-depth interviews with 20 MSME owners and procurement managers from sectors. This article covers the secondary-data part of the research. The information comes from interviews and statements by exporters associations and business owners in newspapers and trade magazines. It also includes industry research from CRISIL answers from the Ministry of Commerce and Industry and trade analyses listed in the references.

The cases were chosen to have sectors, different levels of dependence on the US and different levels of institutional support. The quotes and numbers are from the sources they are attributed to. They are not data collected directly by the author. The numbers in the news reports can be very different. These numbers are given as ranges not as verified facts. The interview, with 20 participants is planned as the step. This step will check the ideas that are listed below. The framework is meant to build theory not to test it.

CASE STUDIES

CASE 1 : TIRUPPUR KNITWEAR, A CLUSTER THAT CANNOT AFFORD TO WAIT

Tiruppur is the example of concentrated dependence. A former president of the Tiruppur Exporters Association said that of 3,000 export units 95% are MSMEs. He also mentioned that an order takes 90 days from the time it is received to the time it is delivered. That long time period is the problem. An exporter who makes products for a US order is paying for materials, wages and transportation for three months before getting paid. When the 50% tariff came buyers started asking exporters to keep orders on hold. Association leaders said around ₹3,500 crore of orders were stuck in one stage. Other estimates of losses were much higher.

What did the firms do? They could not keep stock. Yarn and fabric are bought based on orders not for use. They could not change their focus quickly. Europe takes about 27% of Tiruppurs output. Exporters themselves told the press that no other place offers the amount of orders and repeat business. Instead they used three things: talking with long-time buyers changing the way orders were handled and timing them differently cutting down their working hours and asking for help with loans like the ones given during the COVID period. One company that got 55% of its income from the US was working with companies. The strength, as it was came from relationships and the workers not from money, in the bank.

CASE 2 : SURAT, DIAMONDS AND HOME TEXTILES, A DEPENDENCE THAT RUNS THROUGH THE CHAIN

Surat plays a role in India's diamond export sector with more than 80% of the country's diamond exports coming from MSME polishers based in the city. Around half of Surat's diamond demand is estimated to come from the United States. When the shock hit it affected both downstream parts of the supply chain. A Surat-based home-textile fabric supplier told reporters that all pipeline orders had been put on hold. Another trader said the order cycle had frozen because US importers and Surat exporters couldn't agree on prices. Before the full impact of tariffs, skilled diamond cutters were already seeing a drop in their incomes.

Changes started appearing in pricing and timing. Buyers began asking for discounts reportedly between 10% and 15% on existing invoices while choosing to delay orders instead of cancelling them. Some firms rushed to ship goods in August, 2025 before the deadline using a kind of informal front-loading strategy to avoid inventory shortages. It worked for a while. It was not a sustainable fix. Unlike Tiruppur, which has diversified markets Surat did not have a strong alternative market to fall back on. One industry expert put it this way; 14 out of every 15 diamonds are cut and polished in India. That gives the Surat cluster bargaining power but it also makes it especially vulnerable to price pressure. The concentration of the industry, in one region creates both strength and risk.

CASE 3 : CARPETS AND HANDICRAFTS (BHADOHI, MIRZAPUR, MORADABAD, JODHPUR), WHERE BUYERS CAN WALK

We see that India's carpet and handicraft exports to the US were $2.8 billion at risk in the tariff scenario concentrated in clusters of artisan-led micro firms. Trade analysts warned that buyers could shift to Turkey, Mexico and Vietnam and that regaining shelf space afterwards would be difficult. Here the RDT logic is stark: buyers control the resource and have easy substitutes while artisans have neither alternative buyers nor reserves. The reported response was a turn, towards markets and the domestic gift and decor market but exporters acknowledged the move was a fallback, not a strategy.

CASE 4 : A MID-SIZED AHMEDABAD TEXTILE FIRM, ABSORBING THE SHOCK ON THE MARGIN

An Ahmedabad-based polyfab manufacturer spoke to the press. Said that only a portion of the tariff increase was passed on to customers. The rest was absorbed by the exporter to keep the business going. Companies like this that are listed on the stock exchange are not your MSMEs. Their statement shows what's really happening behind the scenes. The exporter is using its profit margin as a cushion. For a company, with a tighter margin that cushion can only last for weeks, not months or quarters. It's a situation when even a small price shift can make a big difference.

TABLE 1: SUMMARY OF CASES

(COMPILED FROM SECONDARY SOURCES CITED IN THE REFERENCES)

Case	Dependence profile	Main adaptations	Hidden cost
Tiruppur knitwear	About 30% of exports to US; 90-day order cycle; 95% MSMEs	Buyer negotiation; reduced shifts; lobbying for loan relief	Debt stress; workforce attrition; stuck orders
Surat diamonds and home textiles	Heavy US reliance; price-sensitive chain	Discounts; front-loading; waiting out talks	Worker income loss; margin erosion
Carpets and handicrafts	Artisan clusters; easily substitutable by rival origins	Domestic market fallback; other export markets	Risk of permanent loss of shelf space
Ahmedabad polyfab firm	Mid-sized exporter; partial pass-through	Margin absorption	Reduced capacity to reinvest

ANALYSIS: HOW RESILIENCE IS BUILT WITHOUT RESERVES?

Reading the cases together four patterns recur. Each pattern substitutes for one of the foreclosed strategies.

- **Relational buffering replaces inventory :** Because MSMEs cannot hold stock MSMEs hold goodwill. Long-standing buyers delayed than cancelled orders and exporters accepted discounts to keep the relationship alive. This is RDTs bridging in miniature: firm manages dependence by tying itself to dependence source. It is also a capability of sensing as owners read buyer signals before formal notices arrive.

- **Collective pooling replaces diversification** : Individual firms cannot open markets but clusters and associations can. The Tiruppur Exporters Association convened members approached state government and pressed for relief. Trade bodies like FIEO and EEPC provided voice and information. This is seizing by proxy; association holds the market intelligence and political access the single unit lacks.

- **Cost-shifting replaces hedging** : Without access to forwards or options shock is transferred to whoever's most elastic. Reports point to shifts, partial pass-through margin absorption and delayed payments. The risk does not disappear; risk moves to workers to creditors and to owners capital.

- **Institutional leverage replaces self-insurance** : Firms leaned on schemes and policy; the Export Promotion Mission, RBI trade relief measures credit guarantee support for exporters and the GST rationalisation aimed at boosting domestic demand all cited by the Ministry of Commerce and Industry in its replies to Parliament. Too capacity matters. Reports note that about 15% of exporters meet the compliance requirements to use free trade agreements fully. Access, to the safety net is itself unevenly distributed.

TABLE 2: SUBSTITUTES FOR CONVENTIONAL RESILIENCE STRATEGIES

Foreclosed strategy	Substitute mechanism	Dynamic capability	RDT logic
Inventory buffering	Relational buffering with buyers	Sensing; reading buyer intent early	Bridging: tighter ties with the critical resource holder
Supplier or market diversification	Collective pooling via clusters and associations	Seizing; access via collective intelligence and voice	Bridging: coalition against a powerful actor
Financial hedging	Cost-shifting to margins, wages and credit	Reconfiguring; shifts, pricing, cost structure	Absorbing dependence at internal cost
Self-insurance	Institutional leverage of state schemes	Seizing; schemes, FTAs, domestic pivot	Using state as a buffer provider

THE HIDDEN COSTS OF RESILIENCE WITHOUT RESERVES

- **Wage and employment costs** : When capacity is. Shifts are reduced daily-wage and migrant workers feel the first hit. Editorial notes that potential job losses could be three lakh in Tiruppur and up to a lakh in Surat. These numbers. Should be taken carefully but the overall trend is obvious.
- **Balance-sheet erosion** : Taking discounts and delaying payments pushes firms into short-term loans. Exporters warned that some clusters might default on loans.
- **Deferred investment** : Money that is used to survive is money that cannot be used for design, certification, automation or sustainability compliance. These are the upgrades that Viksit Bharat@2047 needs.
- **Market share loss** : When buyers switch to Vietnam, Mexico or Turkey buyers rarely return quickly. A tariff that lasts for months can have effects that last, for years.
- **Uncertainty tax** : Even after the tariff dropped to 18% firms learned that rates might change again. Rational firms hold back on hiring and capacity. That cost never shows up in export statistics.

Resilience in words can look like deferred damage. A firm that survives by squeezing its workers and its own capital is alive. Survival is not necessarily stronger.

A FRAMEWORK OF RESOURCE-CONSTRAINED ADAPTATION

The analysis points to a framework that has three layers and four propositions. The layers are the trigger, which's an outside shock driven by politics that increases dependence costs. The second layer is the adaptation repertoire, which includes buffering, collective pooling, cost-shifting and institutional leverage. The third layer is the outcomes, which show whether a firm survives in the run or builds long-term capability. A moderating layer links them all. That layer is access conditions. Access conditions cover cluster strength, how deep a buyer relationship's financial health and the ability to use public programmes.

- **P1** : When a firm depends more on one buyer and has savings it will rely more on relational buffering than on inventory buffering.
- **P2** : Firms that are part of associations or clusters will sense and seize opportunities faster, than firms that are isolated. This helps reduce the problem of not being diversified.
- **P3** : When relational and collective routes are used up firms shift costs onto labour and owner capital. This increases the cost of building long-term capability.
- **P4** : Institutional leverage helps only if a firm has the capacity to absorb it. That means it can handle documentation, compliance and financial knowledge.

The contribution is conceptual. It expands RDT by showing that dependence can be managed with borrowed buffers of owned ones. It also expands capabilities by placing them in networks and routines instead of budgets.

IMPLICATIONS FOR POLICY AND PRACTICE

- **For owners and procurement managers :** Look at how much you depend on buyers, specific markets and specific credit lines. Be honest about it. Try to build a few relationships with buyers outside of your top ones. Get involved in cluster platforms. Use tools like shorter time frames for pricing and clear terms for sharing tariffs in your contracts.
- **For policymakers** : Help that comes late won't save a company that only has 90 days of cash left. Credit help and the Export Promotion Mission should start automatically when certain problems happen, not after each company asks for it. Spend money on preparing for free trade agreements like getting certified and learning about rules of origin. This will make trade deals like the one with the UK options for small companies. Shared services at the cluster level like testing labs and market research are a way to build up the support that no single small company can afford on its own. Also make sure policies help workers when things change, not just companies.
- **For industry bodies** : Be the place where companies get information and help with negotiations if they don't have it themselves. The local market, which CRISIL thinks will grow by about $10 billion in areas can be a safety net. Only if companies get help, with branding and selling their products.

CONCLUSION

When I have seen how Indian MSMEs facing trade wars have not stayed quiet. Without reserves Indian MSMEs have built resilience from relationships from clusters from workers flexibility and from the state. That adaptation is clever. It is not free. The hidden cost, paid in wages, margins, deferred upgrading and lost markets is what a Viksit Bharat@2047 strategy must reduce. The goal of policy should be to move MSMEs from borrowed buffers to owned capabilities so that the next shock tests a firm. The interviews, with 20 owners and procurement managers planned for the phase will test whether the propositions hold on the shop floor.

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CMA Ramesh Bingi

Mob - 7661051122
Email - cmarameshb22@gmail.com

From Month-End to Real Time: How Artificial Intelligence is Changing Power Sector Finance in India

Abstract:

India's electricity distribution utilities returned a collective profit in the FY 2024-25, yet the surplus is thin and the balance sheet remains heavily burdened. This article examines how artificial intelligence is altering the finance function across the power value chain, moving it from periodic reporting towards continuous prediction and control. Using the recent official data, it shows that power purchase dominates the cost of supply, so small forecasting gains carry large financial weight. It maps practical applications & tools in procurement, revenue protection, collections, treasury, deviation risk & asset management and reviews reported Indian results with caution about attribution. It then sets out what Cost and Management Accountants (CMAs) should examine, including the benefit measurement, regulatory admissibility, false positives, cyber compliance and model assurance. The central argument is that data quality and financial discipline, more than algorithms, will decide the returns.

A Profit with Very Little Margin

India's power system had 548.9 GW of installed capacity on 30 June 2026 and met a peak demand of 270.8 GW in the first quarter of 2026-27[1]. Its finances have also turned a corner, at least on the paper. Distribution utilities reported a combined profit after tax of ₹2,701 crore in the FY 2024-25, against a loss of ₹25,553 crore a year earlier, and the gap between average cost of supply (ACS) and average revenue realised (ARR) narrowed to ₹0.06 per unit[2]. AT&C losses fell to 15.04%, from 21.91% in the FY 2020-21[3].

A cost accountant will read these numbers with some reserve. Accumulated losses of the state-owned utilities stood at ₹6.92 lakh crore on 31 March 2024[3], so the FY 2024-25 profit equals roughly 0.4% of that stock. The profit is also less than 0.1% of the annual power sector turnover, and analysts attribute part of the improvement to accounting changes and stricter payment enforcement[2]. When the surplus is this thin, a forecasting miss or an undetected leakage can decide which side of zero a utility finishes on.

This is the setting in which the artificial intelligence (AI) has begun to matter to finance teams. Its most useful contribution is one of timing. Loss assessment, cash planning and power procurement have long been periodic exercises, reviewed after the money has moved. AI allows these quantities to be estimated daily, at the feeder or the consumer level, while something can still be done about them. The India Smart Grid Forum (ISGF) describes a workflow that compresses a three-week manual loss review into a daily alert sent to field teams at 7 a.m.[4]

Why a Few Paise of Forecast Accuracy Matter

The cost structure shows where to begin. For public-sector utilities in the FY 2024-25, power purchase accounted for ₹5.40 of an ACS of ₹7.12 per unit, or 75.8%[5]. A saving of one per cent on that bill is worth 5.4 paise per unit, close to the whole national ACS-ARR gap. The two figures come from slightly different populations, so the comparison is only indicative. Even so, the same one per cent applied to employee cost yields about half a paisa. Figure 1 sets out each cost line and the AI lever that acts on it.

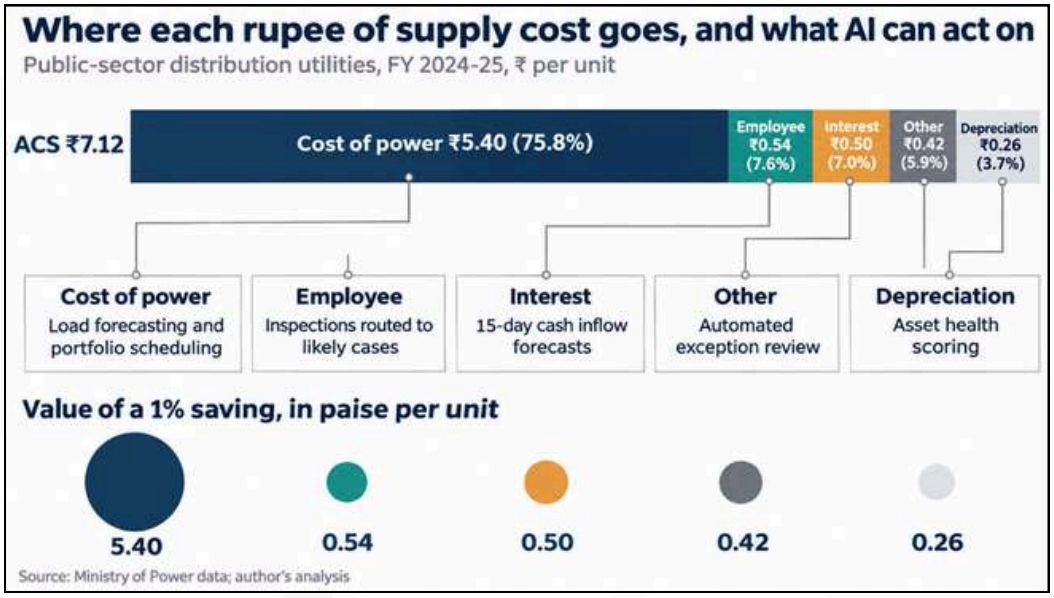


Figure 1: Composition of the average cost of supply and the corresponding AI levers, public-sector utilities, FY 2024-25[5]

Forecast risk is also becoming explicit for generators. The Third Amendment to the deviation settlement regulations, in force since 31 August 2026, brings the wind and solar sellers on par with the general sellers for bids submitted from 1 January 2027 and for other projects commissioned from 1 January 2029[6]. Forecast error therefore becomes a line item in the bid model. Developers are already responding: JSW Energy uses AI-driven forecasting for scheduling and deviation management, and others are investing in plant-level models that learn from past deviations[7].

AI also reaches the sector's books as a customer. India projects 26.3 GW of additional load from AI data centres by 2031-32[1], which planners will have to reflect in long-term power contracts and network capital budgets.

The Data Rails Are Being Laid, Unevenly

Smart meters installed across the country reached 7.24 crore on 30 June 2026. Under the Revamped Distribution Sector Scheme (RDSS), 5.73 crore of the 20.33 crore sanctioned meters were in place which is about 28%, with the scheme closing on 31 March 2028. Works worth ₹1.31 lakh crore have been sanctioned for smart metering alone[1]. The return on that money depends on what is done with the data. Figure 2 shows how the coverage differs by level of the network, which determines the analytics a utility can realistically run today.

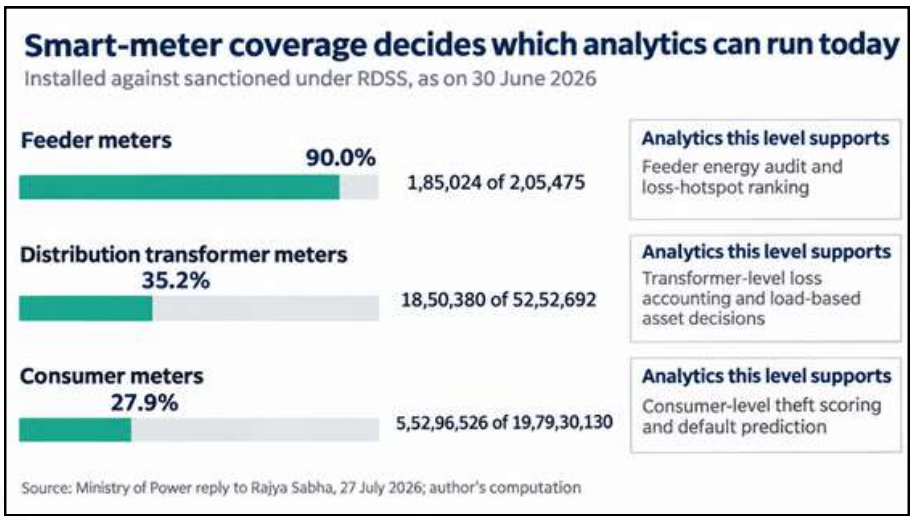


Figure 2: RDSS smart-meter coverage by network level as on 30 June 2026 and the analytics each level supports[1]

Meters alone do not settle the matter. A survey by the Center for Strategic and International Studies, published in October 2026, compared Tamil Nadu's state utility with the Tata Power-run utilities in Odisha and named interoperability as the binding constraint. Odisha collects transformer and feeder readings automatically every 15 minutes, though most consumer data is still read manually each month. Tamil Nadu's smart-meter rollout was only 0.6%, yet it reported demand forecast errors of 3-5%[3]. A finance head can draw a practical conclusion: forecasting can start on existing data, whereas consumer-level theft analytics must wait for the reliable interval readings.

Master data needs attention first. In an ISGF pilot covering 52,954 meters, 27% of transformer GIS records proved outdated or incorrect[4]. That is a costing problem before it is an AI problem, because the losses cannot be assigned to a transformer whose consumers are wrongly mapped.

Practical Application Areas and Tools

ISGF's handbook lists 169 AI, robotics and related use cases for utilities, 42 of them in distribution and 18 in power trading[4]. Table 1 narrows these to applications that bear directly on the financial statements.

Table 1: Finance applications of AI in the Indian power sector

Finance area	AI task	Tools and platforms	Finance measure
Power procurement	Day-ahead and intraday load forecasting	Grid Astra, using Random Forest and XGBoost [7]; Tata Power-DDL in-house application [8]	Forecast error; power cost in paise per unit
Deviation risk	Plant-level wind and solar forecasting	JSW Energy and Tata Power platforms [7]	Deviation charge per MWh
Revenue protection	Theft scoring and anomaly detection	SAP HANA-based engine [4]; Tata Power-DDL theft-probability model [8]; Isolation Forest in scikit-learn*	Hit rate; cost per booked case; amount realised
Collections and treasury	Default scoring; 15-day inflow forecast	Tata Power-DDL models [8]; Power BI anomaly detection for exception review*	Collection efficiency; short-term interest cost
Assets and capex	Health indexing and defect detection	PG-AMRIT and PALMS (POWERGRID); Digi Grid (Indi Grid with IBM)[7]	Capex deferred; failures avoided
Project finance	Contract analysis, schedule risk and lead-time prediction	EPC analytics, drones and digital twins [7]	Cost and time overrun; interest during construction
Tariff and compliance	Machine-readable tariff and subsidy rules (proposed)	India Energy Stack policy-coding use case [3]	Reconciliation time; claims disallowed

Source: Compiled by the author from the references cited. *General-purpose tools suggested by the author.

Theft inspection is the cleanest costing case. In one Indian deployment documented by ISGF, every one of more than 136 flagged cases was field-verified and 41% of flagged theft cases were successfully booked[4]. That implies about 2.4 visits per booked case. The sample is small, and the number means little until it is set against a utility's own record for routine inspection. Simpler exceptions can pay as well: in a pilot of 39,298 residential meters, 382 meters recorded as inactive were found to be consuming[4].

Treasury is a less publicised and arguably easier starting point, since finance already owns the data. Tata Power-DDL predicts the incoming liquidity in 15-day blocks and scores consumers for likely default so that follow-up can begin early[8]. The need is plain: interest absorbs ₹0.50 of each unit's cost[5], and rising dependence on short-term borrowing is among the recognised causes of distribution losses[3]. Better sight of inflows should reduce that dependence, though the published Indian data quantifying the saving are scarce.

Asset analytics reaches the capital budget. Using smart-meter loading data, the Tata Power-DDL reports savings of ₹3.94 crore in FY 2023-24 on swapping work for 146 distribution transformers, and an expected recurring saving of ₹46.58 lakh from automatic correction of the consumer mapping[8]. On new projects, engineering and construction firms are applying AI to contract analysis, quantity estimation, delivery lead times and early warning of schedule slippage[7]. Each of these feeds directly into the cost-to-complete estimates and interest during construction.

What the Cost Accountant Should Examine

Benefit attribution. Reported gains usually arrive alongside other reforms. Much of the recent fall in the AT&C losses has been linked to smart-meter deployment and stricter disconnection protocols[2]. One Indian case shows losses falling from 8.5% in 2017 to 5.54%[4], a result that cannot be credited to algorithms alone. The Control feeders and an agreed baseline are needed, with benefits stated in paise per unit after licence, data and false-alarm costs.

Regulatory treatment. Rules on fuel and power purchase cost adjustment (FPPCA) allow all prudent costs of supply to be passed through, and separate rules govern the subsidy accounting[1]. Uniform accounting standards and the additional disclosure norms followed in 2025[2]. Prudence has to be shown, so any model that shapes a power purchase decision or a true-up claim must leave an audit trail a regulator can follow.

Fairness to consumers. A 41% booking rate also means that most flagged cases were not booked. An algorithmic score is a lead for the inspection and never evidence for an assessment. Honest consumers already carry part of the cost of theft and should not also carry the cost of a wrong flag.

Cyber and hosting. The Central Electricity Authority's cyber security regulations, effective 1 April 2027, require operational data, cloud hosting and backups to remain in India and extend compliance to vendors[9]. Hosting costs and vendor clauses belong in the business case from the outset.

Procurement. Least-cost bidding can undercut specialised AI vendors and leave successful pilots unscaled[3]. The Life-cycle costing and outcome-linked payment are areas where the profession can contribute directly.

Lenders. The Reserve Bank of India's FREE-AI committee has made 26 recommendations, including board-approved AI policies for regulated entities[10]. These matter to the banks and the non-banking lenders that finance the sector, where loans to state utilities already carry performance-linked prudential norms[1].

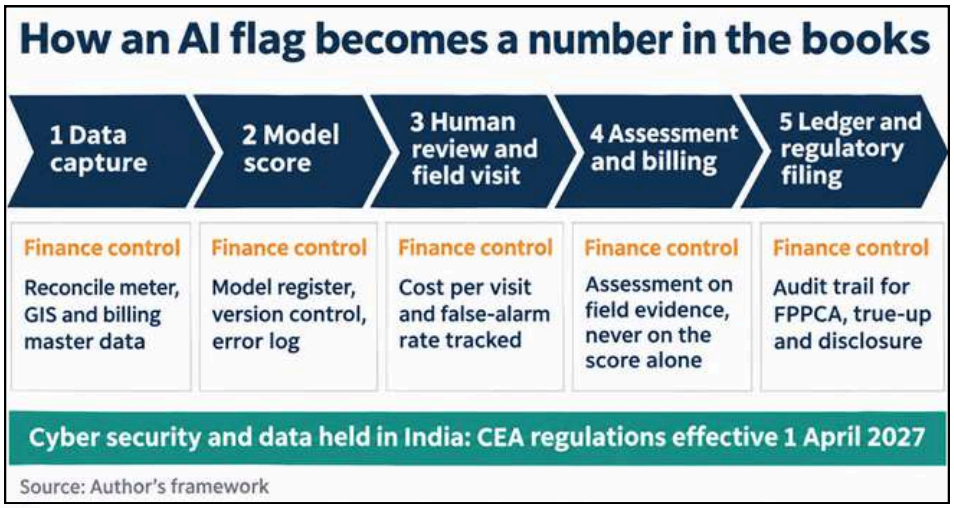


Figure 3: Finance controls from data capture to the ledger (author's framework)

A Workable Starting Sequence

For a utility beginning now, the order of work matters more than the choice of product.

- Reconcile consumer-to-transformer mapping with billing records before any model is bought.
- Pilot day-ahead load forecasts and 15-day collection forecasts, which need little new infrastructure.
- Add theft scoring only where interval data is dependable, and report hit rate and cost per booked case every month.
- Keep a model register showing owner, version, data source and error history, open to internal audit and cost audit.

The team need not be large. Tamil Nadu's analytics wing has four engineers and two external experts[3].

Conclusion

AI will not repair tariffs that lag costs or subsidies that arrive late. Those remain decisions for the governments and regulators. What it can do is shorten the distance between an event and the financial response to it, whether the event is a bypassed meter, a cloudy afternoon or a delayed receipt. For a sector whose national margin is measured in paise, that has real value, and lower leakage eases the burden on paying consumers and state budgets alike. The algorithms are becoming easy to acquire. Clean data, credible baselines and controls that stand up to audit are harder to build, and that work sits squarely within the competence of the Cost and Management Accountant(CMA).

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JOB POST

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Dr. Dileep Kumar S. D.

Mob - 8747831460
Email - sddileepkumar@gmail.com

Cost Intelligence for Strategic Decision-Making and Value Creation

Abstract:

Cost information is usually treated as a record of the past. This article argues that, when it is accurate, timely and tied to strategy, it becomes cost intelligence and an organisational capability that guides choices on pricing, portfolio, investment and sourcing. In this dynamic background, the paper explains how cost intelligence supports strategic decisions, how it contributes to value creation for customers, owners and society, and what data, technology and human capabilities it requires. It also discusses common obstacles and closes with practical implications for finance leaders and management accountants.

Introduction

Every organisation knows what it spent last month. Far fewer know what that spending bought, which products and customers earn their keep, or which costs are quietly eroding the strategy. The gap between recording costs and understanding them is where this article sits. It uses the term cost intelligence for the ability to turn cost data into insight that improves decisions. The term is a working definition used here for discussion, not an established standard. The topic matters because competition now rewards speed and precision. Prices change quickly, customers compare options easily, and investors increasingly ask how efficiently capital is used. A finance function that only reports variances after the month closes is of limited help in that setting. The sections below explain the concept, show how it feeds strategic decisions, link it to value creation, describe what it takes to build, and note the obstacles that commonly get in the way.

From Cost Recording to Cost Intelligence

Traditional costing answers a bookkeeping question, how much did we spend?, and where should it be posted? Strategic cost management asks a different one. How should cost information shape the choices that determine competitive position? Shank and Govindarajan (1993) framed cost analysis around the firm's value chain, its strategic positioning and its cost drivers, rather than around product units alone. Their central point was that the same cost figure can mean very different things depending on the strategy being pursued.

Cost intelligence builds on that view and adds three qualities. The first is accuracy, costs must be traced to products, customers and activities in a way that reflects how resources are really consumed. The second is timeliness, meaning the information reaches decision makers while it can still change the decision. The third is relevance, which means it is organised around the questions managers actually face, such as whether to raise a price or exit a segment.

Why Accuracy Comes First?

Poor costing can mislead even careful managers. Cooper and Kaplan (1988) showed that allocating overheads by volume measures, such as direct labour hours, can over cost high-volume simple products and under cost low-volume complex ones. Managers then price promote and drop the wrong items. Activity-based costing was developed to fix this by tracing overheads to the activities that cause them (Kaplan & Cooper, 1998). Later, time-driven activity-based costing simplified the approach by estimating the time each activity takes and the cost of supplying that capacity, which made models easier to update (Kaplan & Anderson, 2004). Accuracy is therefore not a technical luxury; it is the base on which every strategic use of cost data rests.

Cost Intelligence in Strategic Decision-Making

Pricing and Portfolio Choices

Pricing is the most direct use. A company that knows the true cost to serve a customer can see which accounts are profitable, which are marginal and which destroy value after delivery, service and support are counted. Such analysis often reveals that a small share of customers generates most of the profit, while a long tail consumes resources out of proportion to its revenue (Kaplan & Cooper, 1998). With that knowledge, managers can renegotiate terms, redesign service levels or redirect sales effort. The same logic applies to product lines. Decisions to simplify a range, add a variant or discontinue an item are only as good as the costs underneath them.

Target Costing and Design Decisions

Cost intelligence is most powerful when applied early, before costs are locked in. Target costing starts from the price the market will accept and the profit the firm requires, and then works backwards to the cost the product must meet. Value engineering explores design and process options to reach that target without stripping out features customers' value (Cooper & Slagmulder, 1997). Because a large part of a product's lifetime cost is determined at the design stage, this approach moves cost management from correcting problems to preventing them.

Investment, Sourcing and Capacity

Strategic choices on capital spending, outsourcing and capacity depend on a clear view of cost behaviour. Which costs are fixed in the short run, which can be flexed, and how will they change with scale? Management accounting texts have long stressed that relevant costs for decisions differ from reported accounting costs, since only future, differential costs matter (Drury, 2018). Cost intelligence applies this discipline routinely. It also supports scenario analysis, allowing managers to test how profits respond to changes in input prices, volumes or exchange rates before committing resources.

Linking Strategy to Measurement

Cost information should not float free of the organisation's wider performance system. The balanced scorecard argued that financial measures must be read alongside customer, internal process and learning perspectives to give a complete picture (Kaplan & Norton, 1992). Cost intelligence fits naturally here. Cost per unit of a process, cost of poor quality or cost of customer acquisition can serve as links between operational activity and financial outcomes, helping teams see how their daily choices influence results.

Cost Intelligence and Value Creation – A Synergy Benefits

Value creation is broader than cost reduction. Cutting costs raises profit only if customers still receive what they value. Cost intelligence helps managers tell the difference between cost that supports value and cost that does not. A feature that customers rarely use but that adds complexity throughout the supply chain is a candidate for removal.

A service element that customer's prize and competitors cannot match may deserve more investment even though it raises costs. Three channels of value creation are worth separating. (i) For customers, value comes from better products at fair prices, made possible by informed design and pricing. (ii) For owners, value comes from improved returns, as capital and effort are shifted toward activities with higher margins. (iii) For wider society, Porter and Kramer (2011) argued that companies create lasting advantage when they connect business success with social progress, for instance by reducing waste and resource use in operations. Cost intelligence supports this third channel by making environmental and social costs visible, such as energy consumption, scrap, emissions and rework, so that they can be managed rather than ignored.

Public data can also create value beyond the firm. In India, for example, cost audit reports are filed at the level of product codes and capture cost of production, realisation, capacity use and profitability, which gives policymakers a rare, standardised view of industry economics (Jain, 2026). The same discipline of structured, product-level cost data inside a company gives managers a comparable view of their own portfolio.

Building the Capability – A Brief Discussion

- **Data and Technology**

Cost intelligence depends on data that is complete, consistent and connected. Enterprise systems have made transaction data more available, yet study found that their effect on management accounting was often moderate, mainly speeding up routine work instead of changing how decisions are made (Granlund & Malmi, 2002). More recent work on digitisation and large data sets suggests the opportunity is wider, finance can combine internal records with operational, customer and market data to see patterns that ledgers alone cannot show (Bhimani & Willcocks, 2014). Competing on analytics requires not only tools but a clear view of which decisions the analysis is meant to improve (Davenport & Harris, 2007).

- **People and Process**

Technology alone does not produce insight. Management accountants must be able to interpret data, question assumptions and communicate findings in terms that operating manager's find useful. This means working as partners to marketing, operations and procurement teams, not as scorekeepers who appear at month-end. Regular forums where finance and business leaders review cost drivers, margins and options help keep the models alive and connected to real decisions.

- **Governance and Data Quality**

Insight is only as trustworthy as the underlying records. Clear ownership of data, documented allocation rules and periodic review of cost models protect against drift and manipulation. Where cost records are subject to external audit or regulatory scrutiny, as in some industries, the same controls also support compliance, so the effort serves two purposes.

- **Challenges and Limitations**

Several obstacles recur. Costing models can become too elaborate, producing detail that few people use and fewer trusts. Allocation of shared costs always involves judgement, and different methods can lead to different conclusions, so assumptions must be stated openly. Organisational silos may keep sales, operations and finance working from different numbers. There is also a behavioural risk, when cost targets are applied mechanically; managers may cut spending that supports long-term value, such as training or maintenance. Finally, the quality of insight depends on the quality of questions, and no system can substitute for sound managerial judgement.

Implications and Conclusion

Start with the decisions that matter most, such as pricing, product mix and major investments, and build cost information around them. Invest in accuracy before sophistication, since errors in basic cost assignment spread through every later analysis. Combine financial data with operational and customer data, and give management accountants a real seat in strategic discussions. Link cost measures to a wider performance framework so that cost reduction never becomes detached from value. Cost intelligence turns cost from a rear-view record into a forward-looking guide. Organisations that develop it can price with confidence, design products to a target, allocate capital more carefully and show how efficiency connects to broader value. As data and analytical tools become more accessible, the deciding factor will be less the volume of information and more the quality of judgement applied to it, which is where management accountants can contribute most.

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TIME TABLE & PROGRAMME– DECEMBER 2026

FOUNDATION COURSE EXAMINATION

(Multiple Choice Questions through offline OMR based from Centre)

Day & Date	Foundation Course Examination Syllabus-2022	
	Time 10.00 A.M. to 12.00 Noon. - IST **Paper – 1 & 2 (200 Marks)**	**Time 02.00 P.M. to 04.00 P.M. - IST** **Paper – 3 & 4 (200 Marks)**
Sunday, 13th December, 2026	**Paper – 1 :** Fundamentals of Business Laws and Business Communication (100 Marks 50 Multiple Choice Questions) **Paper – 2 :** Fundamentals of Financial and Cost Accounting (100 Marks 50 Multiple Choice Questions)	**Paper – 3 :** Fundamentals of Business Mathematics and Statistics (100 Marks 50 Multiple Choice Questions) **Paper – 4 :** Fundamentals of Business Economics and Management (100 Marks 50 Multiple Choice Questions)



CMA Santosh S. Korade

Mob - 9730577016
Email - santoshkorde77@gmail.com

Merchant Discount Rate (MDR)- "Can become Kay of Economy Transmission"

Abstract

The proposed MDR framework may influence the economic transmission mechanism of India's digital payment ecosystem. Although the charges are intended to be borne by merchants, businesses operating on narrow profit margins may discourage high-value UPI payments or prefer cash transactions. could this adversely affect digital payment adoption and slow progress towards a less-cash economy? Clear regulatory guidance is therefore necessary regarding merchants who refuse eligible UPI payments or attempt to recover MDR from consumers. The overall economic impact will depend on whether additional revenue for payment service providers outweighs the potential reduction in digital transactions. Merchant Discount Rate (MDR) in India is a processing fee paid by businesses for accepting digital payments, with a new framework detailing a standard 0.4% MDR for specific UPI person-to-merchant (P2M) transactions above ₹2,000 (Implantation date was 15 Oct 2026 and currently this Date is deferred also new date not yet notified till November 15,2026)

MDR - Merchant Discount Rate (MDR)-



It is the fee charged to a merchant for accepting digital payments such as card or certain payment transactions.
So, the merchant's settlement would be reduced by the applicable MDR (plus applicable GST on the MDR, where applicable).
MDR can include charges shared among the acquiring bank, card network, payment processor, etc.

It is clarified by NPCI that MDR is neither a tax nor a charge collected by the Government or NPCI. It is distributed among payment ecosystem participants, including banks and payment application providers, to support the operation and continued expansion of the UPI ecosystem. MDR introduced under the Payment and Settlement Systems Act, 2007, following detailed deliberations by the UPI Steering Committee, the framework seeks to ensure the long-term sustainability of UPI while protecting individuals and small merchants from additional charges.

MDR Charges-

P2P UPI – any amount	Nil
P2M UPI up to ₹2,000	Nil
P2M above ₹2,000 – normal categories	0.40%
Transaction ₹75,000 or more	Maximum ₹300
Certain essential sectors	₹5 flat
Capital-market transactions	0.02%, capped at ₹300
Eligible small merchants	Nil

The government says approximately 96% of P2M UPI transactions will remain unaffected. The MDR is a merchant-side charge, not a charge directly imposed on the customer. The government has stated that banks should ensure merchants do not pass the MDR on to customers.

Reason of MDR been brought back?

UPI had effectively operated without MDR since 2020, with government incentives supporting the ecosystem. The new framework is intended to create a more sustainable revenue model for banks, payment service providers and UPI apps, including investment in infrastructure, cybersecurity and innovation.

MDR not applicable to-

All Person-to-Person Transactions (P2P):

All person-to-person (P2P) UPI transactions will remain completely free, irrespective of the amount transferred. No transaction fee, platform fee or other charge may be imposed on individuals for sending or receiving money through UPI. Therefore, UPI transactions accounting for 70% of the total transaction value will remain completely outside the MDR framework.

Merchant Payments Up to ₹2,000 (P2M):

All person-to-merchant (P2M) transactions up to ₹2,000 will remain free of MDR. Customers will not be required to pay any charge when making such payments through UPI.

Payments Received by Small Merchants (P2PM):

Small merchants including street vendors receiving up to ₹1 lakh per month through UPI QR codes under the Person-to-Person-Merchant (P2PM) category will continue to enjoy zero MDR on all transactions. This provision will protect street vendors, neighbourhood shops and other small businesses from additional payment costs.

MDR applicable to-

Merchant Transactions Above ₹2,000 (P2M) :

A nominal MDR of 0.4% will apply only to P2M transactions above ₹2,000. The MDR will be shared among payment ecosystem participants, including banks, payment service providers and UPI application providers. For transactions of ₹75,000 and above, the MDR will be capped at ₹300 per transaction.

Transactions in Essential Sectors:

Transactions above ₹2,000 in essential and thin-margin sectors, including railways, telecommunications, insurance, fuel and agricultural inputs, will attract a flat MDR of ₹5 per transaction. The flat charge will provide cost certainty for critical public services and businesses operating on narrow margins.

Capital Market Transactions:

Payments relating to mutual funds, securities, stockbrokers and dealers will attract an MDR of 0.02%, capped at ₹300 per transaction. The lower rate is intended to support continued retail participation in formal financial markets.

Impact of MDR-

1. Positive impact: stronger payment ecosystem -

Since 2020,For six years, UPI operated under a zero-MDR model. The new MDR creates a revenue stream for participants such as banks and payment providers. The government says the revenue is intended to support infrastructure, cybersecurity, innovation and expansion, including in rural and semi-urban areas. This could make the UPI ecosystem financially more sustainable.

2. Positive impact on banks -

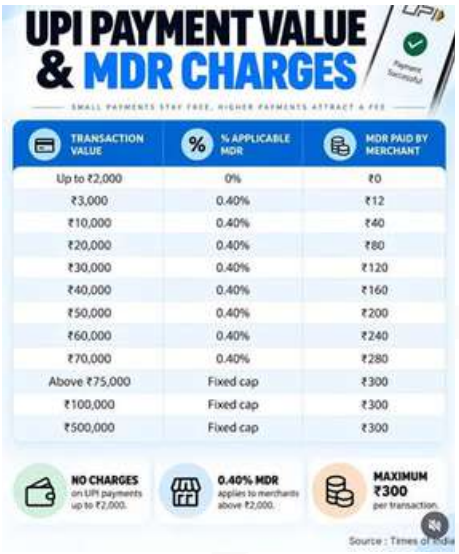
Banks can earn additional fee income from eligible UPI transactions. Current industry estimates suggest the impact could be meaningful for some banks, although the actual benefit will depend on their eligible transaction volumes and revenue-sharing arrangements. This is important because UPI generates enormous transaction volumes but historically provided limited direct monetisation.

3. Negative impact on merchants -

A normal eligible merchant will pay 0.40% MDR.
For example:

₹5 lakh UPI sales × 0.40% = ₹2,000 MDR
For a business with very low margins, even ₹2,000 can matter. Industry bodies have raised concerns that some merchants could respond by increasing prices or encouraging cash payments.

4. Possible impact on inflation -



The MDR itself is relatively small, so its direct macroeconomic inflationary effect is likely to be limited.
But there could be an indirect effect:
MDR → higher merchant cost → merchant absorbs cost or raises prices → possible marginal price pressure
Whether this becomes significant depends on how widely merchants pass on the cost.

5. Possible shift from digital payments to cash -

This is one of the key risks.
If merchants feel that UPI reduces their margins, some may prefer cash for high-value transactions. Retail and restaurant industry representatives have already expressed this concern.
However, because payments up to ₹2,000 and many small merchants remain exempt, the impact on everyday low-value digital payments should be more limited.

6. Impact on government finances-

MDR is not a tax collected by the Government. It is a payment-system fee distributed among ecosystem participants. Therefore, the principal economic benefit is ecosystem sustainability and monetisation, rather than direct government tax revenue.

7.Support for Small Merchants

A dedicated fund will be established to promote UPI adoption among small merchants. An amount equivalent to 5% of total MDR collections will be contributed to this fund.

8.Ensuring the Continued Growth of UPI

The framework has been introduced under the Payment and Settlement Systems Act, 2007, following detailed deliberations by the UPI Steering Committee on the applicable rates, operational arrangements and consumer safeguards.

9. Overall economic transmission-

MDR will be caused the overall economic transmission. Indian economy recently become cash less economy but due to MDR, again there will be adversely impact on digital payment. People may change their habit of using UPI for payment to avoid additional burden of MDR if merchant not ready to bear the MDR cost even though government has clarified that MDR is not to pass on to consumers. What will be the action on merchants who have not bear the cost of MDR also not accepted transaction above Rs 2000, it shall be clarified. So there will be economic transmission due to MDR.

We can summaries the impact as:

Sector	Impact
Banks	↑ Fee income from UPI transactions
Fintech/UPI apps	↑ New revenue source
Digital infrastructure	↑ More funds for cybersecurity, capacity and innovation
Merchants	↑ Payment cost on eligible transactions
Consumers	Direct MDR = No; indirect price effects are possible
Cash economy	Possible ↑ if some merchants prefer cash
Inflation	Potentially small upward pressure if merchants increase prices
Digitalisation	Possible negative effect if high-value transactions shift to cash
Financial inclusion	Potentially positive if MDR revenue supports expansion into rural/semi-urban

Conclusion -

If businesses consider the additional processing cost commercially significant, some may discourage high-value UPI transactions or prefer cash payments. Such behaviour could affect digital payment adoption, financial inclusion and the government's objective of promoting a less-cash economy. Therefore, the success of MDR should not be evaluated merely through additional fee income generated for banks and payment service providers. It should also be assessed against its impact on merchant participation, consumer convenience and the long-term growth of digital transactions.



Ms. Heena P. Matalia

Mob - 8511078826
Email - heena.matalia-afm@msubaroda.ac.in

WHEN THE WORLD SHAKES, CASH MUST FLOW

GST 2.0 and the New Discipline of Working Capital Resilience

"A supply chain survives on movement; a business survives when cash keeps moving."



Figure 1. Disruption, supply chain linkages and financial resilience.

1. When a Global Shock Becomes a Cash-Flow Problem

A geopolitical war can start thousands of kilometers away and the financial impact can be felt at an Indian factory via tariffs, longer shipping routes, increased insurance costs, currency fluctuations or delayed parts. The first problem that is seen is the late shipment, the real problem is the cash needed to keep production going until materials arrive and orders are finished and paid for by customers. If delivery is not guaranteed, companies can increase their stock levels, pay suppliers sooner or opt for more expensive shipping. Receivables can also be extended as customers cope with their own disruption. These difficulties delay the recovery of money invested in business operations, as the company takes longer to collect cash from its customers after meeting its day-to-day expenses. A company may be profitable on the books, but not have enough cash. The response must go beyond finding another supplier. The first step is for businesses to identify external risks, determine the cash impact of those risks, and evaluate their tax-credit situation and plan ahead for the financing of the shortfall. The authors suggest the CONNECT framework to combine the monitoring of geopolitical risk, GST intelligence, digital information and working capital decisions in one integrated management approach.

2. From Trade Tensions to Operating Funds Pressure

CCC = Inventory Holding Days + Debtors Collection Days − Creditors Payment Days
Longer inventory and collection periods consume cash, and supplier credit can help alleviate the strain. A disruption can thus raise input costs and the number of days that operations must be financed (Richards & Laughlin, 1980).

External shock	Operational effect	Financial / working capital effect
Tariffs or trade restrictions	Imported inputs become costlier	Higher procurement cash requirement and margin pressure
Shipping delays or route disruption	Longer replenishment time	More safety stock and higher inventory days
Currency volatility	Uncertain landed cost	Less reliable cash budgets and possible hedging costs
Supplier failure	Production interruption or emergency buying	Expedited freight, lost output and short-term funding needs
Slower customer payments	Collections arrive later	Higher receivables and a longer cash conversion cycle

Resilience is not about carrying as much as possible. It involves determining critical materials, testing the speed of activation of alternatives and establishing inventory levels that are economically justified. Resilient supply-chain management (Christopher & Peck, 2004) is about this balance between efficiency and preparedness.

3. GST 2.0: Making Tax Administration a Liquidity Advantage

GST should not be a part of a working capital plan on the periphery. It should be in the middle of it. The rate rationalisation part of GST 2.0 introduced 5% and 18% as the main rates with a special rate of 40% for certain supplies. Rate changes can impact selling prices, demand, margins, stock decisions and the flow of input tax credit (ITC). They have a company-specific cash effect; lower rates should never be interpreted as lower working capital requirements (Ministry of Finance, 2026a). At its 57th meeting held on 8 October 2026, the GST Council suggested further process reforms in registration, returns, refunds, dispute resolution and trade facilitation. The Council suggested a system-based approach to the sanction of refund requests arising from export transactions and differences in tax rates on inputs and output supplies, where 90% of eligible refund claims would be provisionally sanctioned, with risk evaluation. It also suggested that the refund eligibility relating to specified business services and capital asset purchases. credits be expanded and e-invoicing be extended to certain inward supplies subject to reverse charge and imports of services for taxpayers with the prescribed turnover threshold (Ministry of Finance, 2026b).There must be precision in the law. The recommendation of the GST Council is not a binding amendment. Before changing tax positions or ERP settings, businesses need to check the relevant Act, rule, notification, conditions and effective date. The Council's recommendations outline policy direction, implementation must be read from the notified legal text.

The practical aspect for a CMA is to link the tax data to the cash forecast. Until received, a refund claim is not cash. Eligible ITC should be distinguished from disputed, blocked, unmatched or unused credit.Purchases, inventory and expected collections should be reviewed in conjunction with supplier reconciliation, refund status and ageing. GST compliance is then a forward looking liquidity control.

A CMA's GST-to-Cash Checklist

GST information to monitor	Working capital question
Eligible, utilized and unutilized ITC	How much cash is tied up in tax credit and when can it be used?
Supplier invoice and return mismatches	Could a mismatch delay or restrict credit?
Refund eligibility, filing date and ageing	What amount is reasonably forecastable and what remains uncertain?
Rate or classification changes	Will pricing, demand, stock or tax-outflow assumptions change?
E-invoice and reverse-charge readiness	Are systems ready for the applicable notified scope and date?

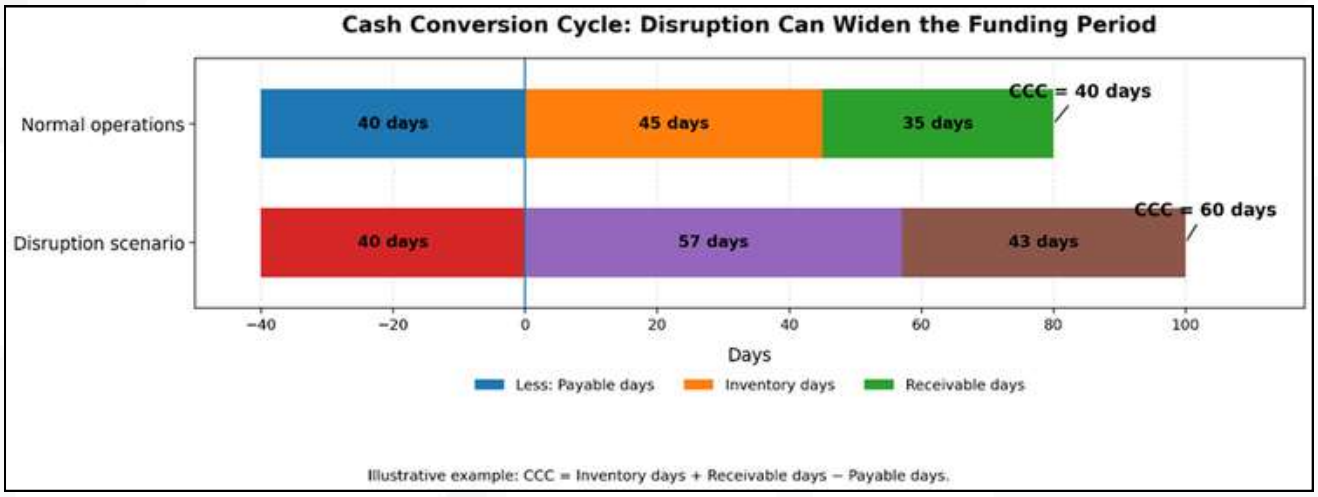


Figure 2. Illustrative CCC: inventory goes from 45 days to 57 days, receivables from 35 days to 43 days and payables remain at 40 days. The duration of CCC is extended from 40 to 60 days. Example only.

4. The CONNECT Framework: An Integrated Model for Working Capital Resilience

The proposed CONNECT framework takes the general risk discussion and breaks it down into seven interconnected management actions: Capture Global Risks, Optimise Inventory, Navigate GST Intelligence, Network Digital Information, Estimate Liquidity Needs, Create Contingency Plans and Take Timely Decisions. This is a suggested original management framework, not a statutory or officially recognised standard. It is useful for integration: external risk data is integrated with GST and operational data, is translated into a quantified liquidity assessment and is used for timely decisions on sourcing, inventory, collections and contingency finance.

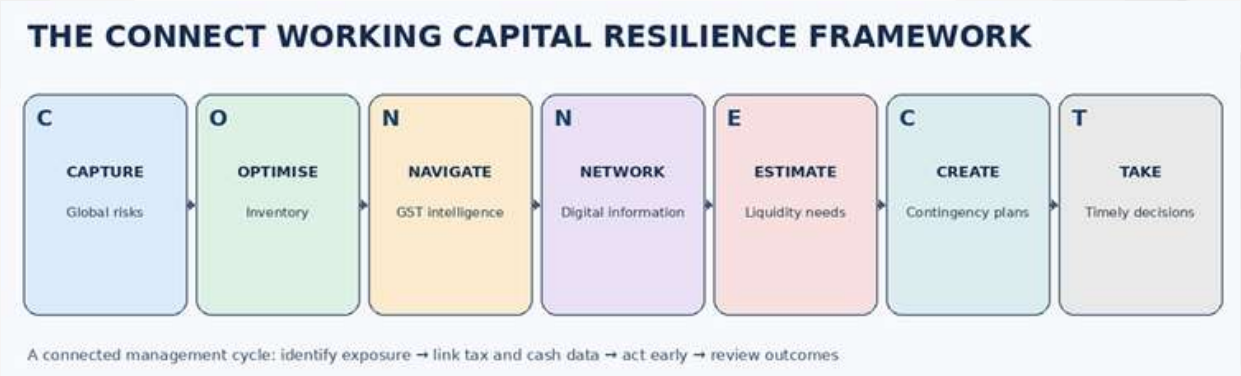


Figure 3. The suggested CONNECT model for integrated working capital resilience.

Element	Management action	Suggested indicator
C – Capture Global Risks	Monitor geopolitical conflicts, tariffs, shipping routes, supplier concentration and currency movements.	Import dependence; critical suppliers by share; lead-time exposure
O – Optimise Inventory	Set risk-based safety stock for critical inputs while avoiding precautionary overstocking and slow-moving stock.	Inventory days; stock-out frequency; slow-moving stock
N – Navigate GST Intelligence	Track eligible ITC, supplier reconciliation, refund eligibility and refund status alongside procurement and finance data.	Eligible ITC; mismatches; refund ageing
N – Network Digital Information	Connect ERP, GST, procurement, inventory and receivables information to improve visibility and exception reporting.	Data integration coverage; forecast accuracy; exception-resolution time
E – Estimate Liquidity Needs	Model base, moderate and severe disruption scenarios and quantify the peak cash-flow and funding gap.	Peak cash gap; cash-flow forecast variance; undrawn facilities
C – Create Contingency Plans	Pre-approve alternative suppliers, logistics routes and suitable short-term funding arrangements.	Backup supplier readiness; time to activate alternatives; contingency coverage
T – Take Timely Decisions	Use early-warning indicators to trigger timely action on sourcing, inventory, collections and financing.	Time from alert to action; review frequency; continuity of operations

5. Illustration: A Decision Before the Cash Crunch

Let's assume that an imaginary Indian engineering company imports special parts and exports finished products. It is being delayed in its next shipment because of a shipping disruption. The company will have more stock, higher freight costs, and longer to collect payments from customers.It also has a claim for a GST refund under review.The following inventory funding, incremental logistics cost, expected receivable delay, available cash and borrowing headroom, and eligibility and actual status of the refund would be displayed on a CMA dashboard. The plan would be put to the test by management with and without the receipt of the refund on the expected date. It might then look at other sourcing, supplier changes, inventory prioritisation and short-term funding. The lesson to be learned is: never pay for a disruption with an unclaimed refund. The forecast should be enhanced by verified tax information, not supplanted by a realistic liquidity buffer.

6. Real-world applications for CMAs: Financial Reporting to Resilience Advisory

The framework provides a practical role for Cost and Management Accountants before, during and after a disruption. It brings together costing, taxation, budgeting and performance measurement and treasury decisions, rather than treating them as separate tasks.

Traditional CMA responsibility	Expanded role in a resilient business
Cost analysis	Quantify tariff, freight and emergency procurement exposure.
Working capital analysis	Stress-test inventory, receivables, payables and the cash conversion cycle.
GST compliance	Track eligible ITC, supplier mismatches, refund claims and refund ageing.
Budgeting and forecasting	Prepare cash-flow scenarios and estimate the funding gap under disruption.
ERP and management reporting	Integrate GST, procurement, inventory and receivables data into decision dashboards.
Management advice	Recommend sourcing, stock and funding responses that protect continuity at a reasonable cost.

What a CMA Can Do Next Month

Develop a critical input register with supplier concentration, country exposure, lead time and an approved alternative. Add 30, 60 and 90-day liquidity stress tests to the monthly working capital review. Separately list ITC and refunds as eligible, filed, under query, disputed and received.Don't consider a pending refund as cash in hand. • Integrate inventory days, receivable days, payable days, GST exposure and borrowing limits in a single management dashboard.

7. Support Indian Businesses and the economy

Improved financial resilience can help ensure continuity of manufacturing, stability of MSMEs, reliability of exports, employment and more productive use of capital. Large companies can enhance supplier visibility and provide up-to-date information to smaller suppliers. MSMEs can mitigate unnecessary funding pressure through disciplined receivable follow-up, tax-credit reconciliation and cash forecasting. Digital integration can enhance transparency and enable management to act earlier. These are potential benefits and not guarantees. While GST reform can't eliminate geopolitical risk, financial planning can help avoid a short-term problem from becoming a long-term cash crisis.

8. Conclusion: Resilience needs to be funded

While no business can stop every global shock, it can be ready for the financial impact. GST 2.0 provides an opportunity to link tax administration with supply-chain and liquidity planning, if businesses differentiate between recommendations in the notified law and effective dates. The proposed CONNECT framework combines these responsibilities into a single cycle: external risk capture, inventory optimisation, GST intelligence, digital information networking, liquidity estimation, contingency planning and timely decision making. For CMAs, this is about more than just reporting on the past; it's about predicting financial strain, advising management and safeguarding the cash flow necessary to keep the business going. Those that have reliable data, discipline in tax management and timely decision making will be better equipped to withstand uncertainty and bounce back from disruption.

“Resilience is not simply about moving goods when the world shakes, it's about moving cash.”

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CMA Shirish Shah

Mob - 9420356025
Email - : cmashirish@gmail.com

Diwali: खर्च कम, चमक ज्यादा !!!

CMA, CA, CS & CFA PROFESSIONALS - FROM BALANCING BOOKS TO MULTIPLYING HAPPINESS

"इस दिवाली, सिर्फ घर नहीं चमकाएँ-किसी की ज़िंदगी भी जगमगाएँ!"

What if our professional knowledge could save someone's money, protect someone's savings and bring an extra smile to someone's face?

"इस दिवाली एक संकल्प लें-
खुशियाँ बढ़ाएँ, खर्चे समझदारी से घटाएँ;
धन की रक्षा करें, धोखाधड़ी से बचाएँ;
ज्ञान बाँटें, जरूरतमंदों को अपनाएँ;
और हर चेहरे पर मुस्कान के दीप जलाएँ!"

Diwali is the perfect time to find out -

1. DIWALI: EVERYONE'S FESTIVAL, EVERYONE'S OPPORTUNITY!

Diwali arrives with lights, laughter, sweets, shopping, family reunions and new hopes. For many, it celebrates Lord Rama's return to Ayodhya; for Jains, it marks Bhagwan Mahavir's nirvana. For families, it brings togetherness. For businesses, it brings opportunity. For charitable institutions, it brings generosity.

Employees receive bonuses. Employers celebrate sales. Shops welcome customers. Hotels fill up. Tour operators get bookings. Electronics, vehicles, jewellery, clothes and sweet shops attract buyers. Even electricians, decorators, cleaners, delivery workers and small artisans find extra work.
In short, Diwali rings the cash registers of countless businesses!
But here comes the interesting part.
A shopkeeper may count his sales, an accountant may count his profit, but who counts the smiles created by Diwali?
And one more question: Does a bigger shopping bag always mean a happier family?
Not necessarily!

A family can spend ₹50,000 and still worry about next month's bills. Another can celebrate within its means and enjoy every moment without financial stress.
The real challenge is not to spend more, but to make every rupee and every moment more valuable.

"Diwali का असली धमाका पटाखों में नहीं, चेहरों पर आई मुस्कान में होना चाहिए!"

2. CMA, CA, CS & CFA - WHY SHOULD OUR TALENT REMAIN IN THE OFFICE?

We use our professional knowledge to prepare accounts, control costs, manage risks, improve governance and guide investments.
But does our responsibility end when office hours end?
Imagine using the same knowledge to help a family plan its Diwali budget, protect an elderly person from online fraud or help a charitable trust use donations more effectively.

Here is how our four professional groups can contribute.

CMA - The Cost Cutter: Spend less wastefully, without cutting the fun!
CA - The Money Protector: Keep financial records proper and money matters transparent.
CS - The Governance Guardian: Ensure decisions are properly authorized and responsibly implemented.
CFA - The Risk Buster: Help people make sensible investment decisions instead of chasing tempting promises.

Together, they can make financial wisdom available to ordinary people.
Professional associations could organize free Diwali awareness sessions covering smart shopping, family budgeting, digital fraud and responsible charity.
Imagine one professional helping ten families. Now imagine a thousand professionals doing the same! That is not merely professional development; it is professional knowledge put to public use.

"डिग्री से पहचान बनती है, लेकिन समाज के काम आने से पहचान यादगार बनती है!"

3. THE DIWALI HAPPINESS AUDIT - IS YOUR WALLET SMILING OR CRYING?

Auditors examine accounts. Why not audit our festive spending?
Meet two imaginary families.
Family A buys everything that catches its eye. The latest phone? Buy it! Expensive gifts? Buy them! Neighbors have purchased a car? Perhaps we should consider one too!
Family B first decides what it can afford, compares prices, buys what it needs and keeps some money aside for emergencies.

After Diwali, Family A may have impressive photographs and outstanding credit-card bills. Family B may have equally happy memories and a healthier bank balance.

Which family has made the smarter choice?
The answer is obvious!
Before making a purchase, ask yourself:
Do I really need it?
Can I afford it comfortably?
Will it bring lasting happiness or just a few minutes of excitement?
Prepare a simple budget for sweets, clothes, gifts, puja, entertainment and charity. A notebook is sufficient; a spreadsheet is optional.
Children can also participate. Give them a small festive budget and let them decide how much to spend, save and share.

They may learn more about money in one Diwali than in ten lectures!
The 10% Happiness Challenge
Can you save 10% of your planned festive expenditure without sacrificing any important tradition or enjoyment?
Reuse decorations, compare prices, avoid duplicate purchases or select more practical gifts.
If you manage to save money, use it for an emergency fund, education or a charitable purpose.
Ten per cent is only an illustrative challenge, not a compulsory target. The right amount depends on each family's circumstances.

"पड़ोसी की खरीदारी देखकर बजट मत बनाइए-अपनी जेब देखकर समझदारी दिखाइए!"

4. LOCAL SHOP OR ONLINE APP - WHO WINS THE SHOPPING MATCH?

The local shopkeeper says, “Come in, see the quality and take it home today!”
The online advertisement says, “Huge discount! Limited offer! Buy now!”
And the customer wonders, “Where will I save more?”
Here is the professional answer: Don't compare only prices; compare the complete deal.
Suppose a decorative light costs ₹1,000 in the local market and ₹850 online.
The online option appears cheaper. But add delivery charges, consider the product's quality and check what happens if it stops working.
The final answer may change.

WHAT TO COMPARE	LOCAL MARKET	ONLINE MARKET
Inspect before buying	Usually, possible	Usually not possible in the same way
Convenience	May require travel	Home delivery
Price comparison	Visit different shops	Compare several listings
Immediate availability	Often yes	Depends on delivery time
Support local sellers	Directly supports sellers when buying locally	Depends on the seller
Returns and warranty	Check the shop's policy	Check the platform's and seller's policies

For electronics, compare specifications and warranty. For clothes, consider fit and return conditions. For handmade decorations, local artisans may offer something unique.
Always check the final price, seller's credibility and product details. Ask for a proper bill when purchasing locally.
The Smart Shopper Trophy!
Turn shopping into a family competition.
Who can find the best combination of price, quality, usefulness and reliability?
The winner is not the person who gets the biggest discount. It is the person who makes the smartest purchase.

“सस्ता खरीदना अच्छी बात है; सस्ता समझकर गलत खरीदना महँगा पड़ सकता है!”

5. CUT THE WASTE, NOT THE CELEBRATION !!!

Can we celebrate Diwali beautifully without spending unnecessarily?
Of course !!!
Our Grandparents often managed festivals with careful planning, reusable decorations, homemade food and practical gifts. Today, we have additional tools, but the basic wisdom remains the same.
Try these simple ideas -
Reuse before you buy - Check last year's lamps, decorations and accessories. Your storage cupboard may be hiding more treasure than a shopping website!
Make one shopping list. Otherwise, three family members may buy sweets while nobody remembers the batteries for the decorative lights.
Gift thoughtfully. A useful gift or a personal gesture may mean more than an expensive item chosen merely to impress.
Order food sensibly. Guests should leave with happy memories, not enough leftover food to feed the neighbourhood for a week!
Buy together when practical. Families or community groups can compare quotations and negotiate genuine bulk discounts.
Save energy. Use efficient lights, switch off unused electrical equipment and reuse suitable decorations.

Professional techniques can help too -

- ABC Analysis - Pay closer attention to costly purchases; don't waste hours analysing every inexpensive item.
- Cost-Benefit Analysis - Ask whether an expensive event delivers enough value to justify its cost.
- Break-Even Analysis - If a housing society repeatedly rents decorative equipment, compare the long-term cost of renting with purchasing reusable equipment.

For example, a society might recognize a modest cultural programme and use some of the savings to provide educational materials for children.
The objective is not to choose the cheapest option at any cost. It is to obtain the best value without compromising safety, quality or the purpose of the celebration.

"खर्च में कटौती ऐसी हो कि बजट खुश हो जाए, लेकिन परिवार की खुशी नाराज़ न हो!"

6. DIWALI RISK RADAR - DON'T LET A SCAMMER JOIN YOUR CELEBRATION!

Diwali brings more shopping, more payments, more donations and more opportunities for fraudsters.
They know that people are excited, busy and sometimes in a hurry.
A single careless click can spoil an entire festival.
Watch out for these common traps.
The unbelievable offer - A website advertises an expensive phone at an impossibly low price. You pay, but the phone never arrives.
The UPI trick - Someone claims to be sending you money but persuades you to approve a payment request instead.
The OTP trap - A caller pretends to represent your bank or a delivery company and asks for an OTP, PIN or password.
The remote-access trick - Someone asks you to install an unknown application or share your screen to solve a supposed banking problem.
The investment lure - A message promises extraordinary returns if you invest immediately.
The fake donation appeal - A fraudster uses an emotional story and a false identity to collect money.
Remember the simple rule: STOP–CHECK–PAY.
STOP when someone creates urgency or promises an unbelievable reward.
CHECK the identity, payment details and offer independently.
PAY only after you understand and verify the transaction.
Never disclose your OTP, PIN or password. Receiving money through UPI ordinarily does not require you to enter your UPI PIN.
If fraud occurs, contact your bank immediately and report it through India's cybercrime helpline 1930 or the official National Cyber Crime Reporting Portal.
Prompt reporting may help limit losses, though recovery is not guaranteed.
One Family, One Fraud-Awareness Session !!!
Spend ten minutes discussing digital fraud before Diwali. Ask younger family members to help elderly relatives recognize suspicious calls and messages.

"लक्ष्मीजी का स्वागत कीजिए, लेकिन OTP माँगने वाले अनजान मेहमान को दरवाज़े पर ही रोक दीजिए!"

7. AUSPICIOUS PURCHASES: GOOD LUCK NEEDS GOOD JUDGEMENT!

Diwali is considered an auspicious time to buy gold, jewellery, vehicles, property and financial products.
There is nothing wrong with celebrating through a meaningful purchase. The problem begins when excitement replaces judgement.
Before buying jewellery, check purity, making charges, applicable taxes and likely resale value. The lowest displayed price may not be the best deal.
Before investing, consider your financial goals, investment period, liquidity needs, fees and ability to bear losses.
CFA professionals can explain investment risk and diversification. CA professionals can help clarify relevant tax matters within their competence.
Young employees receiving their first bonus should think carefully before spending the entire amount.
The First-Bonus Formula
Use your bonus thoughtfully for three purposes:
Enjoy the festival.
Strengthen your financial future.
Help someone in need, if your circumstances permit.
There is no fixed percentage. A person with substantial financial commitments may need to save more, while another may have greater flexibility.

For example, a society might recognize a modest cultural programme and use some of the savings to provide educational materials for children.
The objective is not to choose the cheapest option at any cost. It is to obtain the best value without compromising safety, quality or the purpose of the celebration.

"खर्च में कटौती ऐसी हो कि बजट खुश हो जाए, लेकिन परिवार की खुशी नाराज़ न हो!"

8. CHARITY: DON'T JUST GIVE MONEY-MAKE THE MONEY COUNT!

Diwali inspires generosity. But a donation becomes more meaningful when it reaches the right organization and serves its intended purpose.
Before making a substantial contribution, check the organization's relevant registration details, financial statements, current financial position and record of activities.
Obtain an appropriate receipt and preserve payment evidence. Remember that not every charitable donation qualifies for a tax deduction; eligibility depends on the applicable law and the recipient's status.
Our professionals can make a real difference here.
CAs can encourage proper accounting. CMAs can help assess programme costs. CS professionals can support transparent governance. CFA professionals can offer relevant investment-risk awareness.
Adopt a Purpose, Not Just a Person!
A professional association could invite members to support verified educational, healthcare or community programmes.
The contribution need not always be money. It could be professional time, teaching materials, financial-literacy sessions or help with record-keeping.
And instead of announcing only the amount donated, ask what the donation achieved.
Did students receive learning materials? Was a community programme completed? Did the intended beneficiaries actually receive support?
The purpose is not to turn compassion into a competition. It is to make generosity more effective.

"दान की रसीद रकम बताती है; दान का सही उपयोग उसकी असली कीमत बताता है!"

9. THE FIVE-LAMP MISSION: FIVE SMALL ACTIONS, A BIGGER DIWALI!

Here is an idea that professional associations can turn into an annual public-service campaign.
Call it the Five-Lamp Diwali Mission.

- Lamp 1 - Smart Money: Help families prepare budgets and make sensible spending decisions.
- Lamp 2 - Safe Money: Teach people to recognize digital fraud and suspicious investment offers.
- Lamp 3 - Smart Shopping: Encourage informed buying, reduced waste and support for local artisans.
- Lamp 4 - Meaningful Charity: Help donors and charitable institutions improve verification and accountability.
- Lamp 5 - Shared Happiness: Encourage professionals to help students, senior citizens, small businesses and deserving community initiatives.

A professional association could begin with one school, one housing society or one charitable institution.
A short talk, a simple leaflet or a free awareness session may be enough to start.
Success should be measured by what people learn and do-not merely by how many photographs appear on social media!And professional services must always remain within the practitioner's competence and applicable regulatory requirements.

"पाँच दीप, चार प्रोफेशन, एक संकल्प-ज्ञान ऐसा बाँटें कि समाज का हर वर्ग लाभ पाए!"

10. THE HAPPINESS INDEX: A NEW KIND OF DIWALI BALANCE SHEET!

Businesses measure turnover. Accountants calculate profits. Investors track returns.
But what about happiness?
This Diwali, try a different balance sheet.

Ask yourself five questions -

- Did we celebrate within our financial capacity?
- Did we protect our family from avoidable risks?
- Did we strengthen relationships?
- Did we reduce waste?
- Did we make someone else's life a little better?

No complicated calculations are needed.
Perhaps your greatest achievement was avoiding an unnecessary loan. Perhaps it was protecting your father from a fraudulent phone call. Perhaps it was visiting an elderly neighbour who had nobody to celebrate with.
These achievements may not appear in a bank statement, but they certainly add value to life.
Families can discuss their experiences after Diwali. Businesses can review employee well-being and customer satisfaction. Charitable institutions can assess whether their resources reached the intended beneficiaries.
The aim is to make good practices part of everyday life.

"ऐसा बैलेंस शीट बनाइए जिसमें खुशियाँ मुनाफ़ा हों, फिजूलखर्ची नुकसान हो और समाजसेवा सबसे बड़ा निवेश!"

11. THE FINAL SPARK: MAKE YOUR KNOWLEDGE GLOW!

A CMA can help reduce waste. A CA can strengthen financial discipline. A CS can improve governance. A CFA can encourage informed financial decisions.
But the opportunity is much bigger than four professions.
Parents can teach children to spend wisely. Employers can recognize employees fairly. Consumers can compare products carefully. Young people can help elderly relatives stay safe online. Charitable organizations can improve transparency. Every individual can make room for kindness.
Nobody needs a huge budget to begin.
One useful conversation can prevent a financial mistake. One sensible decision can reduce unnecessary spending. One act of generosity can change someone's day.
Let us make this Diwali about more than expensive purchases and impressive photographs.
Let it be about financial peace, trustworthy relationships, responsible generosity and happiness that lasts beyond the holidays.

OUR DIWALI RESOLUTION

"दीप जलें तो दिल भी जगमगाएँ,
खर्च घटे तो खुशियाँ और बढ़ जाएँ;
धन भी बचे, विश्वास भी बढ़े,
ज्ञान बाँटें, तो जीवन सँवरे;
ऐसा उजियारा इस बार फैलाएँ,
कि खुशियों के दीप सालभर जगमगाएँ"!!!

Let us light our homes with lamps, our minds with knowledge, our transactions with caution and our hearts with compassion.
Because the best Diwali is not the one that shines for a night, but the one whose goodness continues throughout the year.

"HAPPY, SAFE, SMART, INCLUSIVE AND TRULY PROSPEROUS DIWALI"!!!



Shivraj Swarnkar
Mob - 9993889519
Email - Shivrajswarnkar23@gmail.com

Beyond Borders: Geopolitics, Trade Wars & Supply Chain Resilience – A Cost Management Perspective

How global conflicts, trade restrictions, tariffs and currency swings are changing business costs and what Cost and Management Accountants can do to make Indian enterprises resilient

For a long time, companies around the world followed a very simple approach to purchasing and production. Companies bought raw materials from the cheapest country, kept only the minimum amount of stock in warehouses and relied on perfect international shipping. We learn this as standard efficiency in our CMA textbooks in the form of Just-in-Time (JIT) inventory systems and single-vendor sourcing. Even a small saving on the cost per unit was considered a big win.

But the recent events of the world have totally changed this comfort zone. Today's headlines of geopolitical conflict, disruption to shipping routes in the Red Sea, sudden export bans on critical minerals and steep import tariffs between major economies are no longer distant political news. In a few days, these events hit the balance sheets and cost sheets of Indian companies directly. As a CMA student, and following the day to day commercial trading closely, I have seen how fast international disturbances are converted into higher landed costs, delayed deliveries and tight cash flows at ground level.

1. Global Conflicts and Supply-Chain Disruptions :

Today's supply chains are deeply interconnected across national borders. Components, chemicals or machinery that go into making a finished product assembled in India often come from many countries. If there is a regional conflict or a major maritime route is blocked, container ships have to take longer routes. That immediately pushes up ocean freight rates, marine insurance premiums and transit times by two to three weeks."

A delayed shipment costs far more than the cost of transportation from a cost accounting viewpoint. If key raw materials fail to reach the factory on time, the production lines will slow down or stop. This will lead to unabsorbed fixed overhead and idle labor costs. Often companies are forced to use expensive emergency air freight just to meet customer deadlines, wiping out the profit margin on those orders.

2. Trade Restrictions and Tariff Wars: Rethinking Landed Cost :

Alongside physical disruptions, governments are increasingly turning to tariffs, import quotas and export restrictions to protect domestic industries or gain strategic advantage. When a country suddenly raises tariffs or restricts the export of key inputs such as specialty steel, polymers, or electronic components, the entire cost structure of dependent firms can change overnight. In such an environment, selecting a supplier because the basic invoice price is 8% or 10% less could be a costly error.

Cost accountants need to consider the total landed cost adjusted for risk, which includes changes in customs duty, compliance delays, port demurrage and the cost of holding back up stock. In Marginal Costing we consider Make-or-Buy decisions on the basis of relevant costs. Considering the tariff uncertainty today, Make-or-Buy analysis becomes even more critical. Indian companies are forced to look at domestic vendors or in-house manufacturing, even if the initial unit price looks a little higher.

3. Commodity Price Volatility and Forex Exposure :

It is rare that geopolitical friction influences only one cost element at a time. Whenever trade tensions rise, global commodity markets respond immediately. Crude oil prices, industrial metals, plastics and farm inputs start to swing wildly. Suppliers are often revising their rate cards and reducing the validity period of price quotations even at the wholesale and retail trading level in tier-2 cities.

The pressure is further compounded by currency fluctuation for Indian businesses that are involved in imports or exports. If the world is uncertain, the US dollar strengthens against the Indian rupee. So the rupee cost of imported raw materials goes up even if the dollar price of the supplier is unchanged. Month-end variance reports are no longer sufficient. Standard Costing also mandates separating the Material Price Variance arising out of sudden external tariff hike or currency depreciation from the controllable purchasing inefficiencies. Businesses need forward currency covers and price-escalation clauses in long-term contracts to protect their margins.

4. Working Capital Pressure During Uncertain Times :

Working-capital management is one of the fastest effects of supply-chain disruption. If transit times are unpredictable anymore, companies can't afford to run on zero buffer stock." They need to move away from a strict Just-in-Time model to a more practical Just-in-Case for critical items.

In our Cost Accounting syllabus, we calculate EOQ and Re-order Levels assuming steady lead times. In reality, companies are forced to increase their safety stock levels when border checks or port congestion extend lead times. This ties up more cash in inventory. At the same time, late inputs also delay collection of receivables if they slow down the final dispatches to the customers. There is a stretch at both ends of Cash Conversion Cycle which forces the businesses to take more recourse to bank overdrafts and cash credit limits which in turn increases the interest costs directly. Regular cash flow forecasting and ABC-XYZ inventory classification can assist management to hold safety stock only for high-risk bottleneck items rather than blocking funds across all materials.

5. Strategic Cost Management for Supply Chain Resilience :

Indian enterprises and MSMEs need to embed risk awareness directly into their cost management systems, to build real resilience against shocks in global trade. There are some practical steps that can make a huge difference:

- **Widening the Vendor Pool:** Businesses should adopt a dual-sourcing or China+1 approach, instead of relying on a single foreign supplier or one geographic region, and actively cultivate dependable domestic tier-2 and tier-3 suppliers.

- **Dynamic Costing and Scenario Planning:** Flexible budgets and break-even sensitivity analysis enable management to see in advance how a 10% or 15% increase in import tariffs, freight or exchange rates will affect product profitability.

- **Value Engineering and Activity-Based Costing (ABC):** ABC helps companies to analyze logistics, warehousing & handling activities separately and find out hidden inefficiencies; this makes it possible for companies to re-design packaging or sourcing routes to reduce non value adding costs.

- **Flexible customer pricing contracts:** Raw material indexation and force-majeure or tariff pass-through clauses help ensure that sudden external shocks do not fall entirely on the manufacturer.

Conclusion

World politics will continue to challenge businesses with tariff wars and trade barriers in the years to come. Companies can no longer assume that the trade routes and input prices they had yesterday will remain constant forever in their cost planning. At the same time, diversification of the global supply chain also presents a huge opportunity for Indian manufacturers and traders to emerge as trusted partners in world trade, provided they maintain cost discipline and consistency in quality.

For Cost and Management Accountants, the changing environment demonstrates the true worth of our profession. Cost management today is no longer simply about shaving costs in good times. It's about preparing businesses for uncertainty, protecting working capital and staying competitive as borders and trade rules change.

BEYOND BOUNDARIES



CMA Amita Nene
Mob - 9503050657
Email - amita.counsellor@gmail.com

Two Tickets, One Adventure: And Much More Beyond a Holiday

Family holidays predominantly are times spent together with an opportunity to travel, explore new places, eat good food and collect souvenirs and memories.
The most valuable thing on a family holiday though cannot be packed into a suitcase.

It is the connection.

My recent trip to Bali with my GenZ daughter reminded me that sometimes, the best way to strengthen a relationship is to simply step away from everyday life and spend uninterrupted time together. So this time, 24 hours - 10 days we spent together.

Actually not as mother and daughter….. Not as GenX and GenZ ….. Just as two people who enjoy each other's company. And trust me, it is so powerful.

When did we become so busy being family that we stopped spending time together?

During the growing years of our children, most conversations are about what happened at school, have your meals, take your vitamins and stuff. Together times cover planning play dates, attending birthday parties, sports coaching, extracurricular activities and the works.

As children grow up, the nature of the parent-child relationship inevitably changes. Our children develop their own opinions, choices, friendships, ambitions and ways of looking at the world.

The mother in us, meanwhile, is still carrying the same set of responsibilities, routines, concerns and expectations.
We may be communicating all the time. But the connection needs to be renewed and rewired with the changed times.
That is why this mother-daughter time we planned mattered. And it turned on to be one of the most amazing holidays we have had.

Because relationships don't stay close simply because people love each other. They stay close because people **continue to know each other.**

A holiday creates something everyday life rarely gives us — time

The beauty of travelling together is not necessarily the destination. It is the **unstructured time in between.**
Long drives….. Waiting for a ferry…….. Having coffee at the airport lounge…..

Getting ready together…… Walking through a market…. Shopping to the heart's content
Sitting at a quaint, beautiful café on a busy street watching the hustle and bustle around you, and that too without immediately having to rush to the next task.

Talking about absolutely anything and everything. From the most mundane banters to some heart-to-heart sharing sessions to some serious life plans…

Bali gave us plenty of time together as well as enthralling experiences —Watching the breathtaking sunrise at Mount Batur, the vibrant and colorful Ubud market, the lush green inviting rice terraces, the serene Balinese temples, beaches, the mesmerizing waterfalls and incredible, out of this world deep blue waters and picturesque waterscapes of Nusa Penida.

The real beauty of these experiences was having experiencing them together.

This holiday also tested my deepest fears and had me put myself into uncharted waters – literally!!

My girl had sneaked an afternoon of deep- sea snorkelling inside the itinerary.
I am a complete non-swimmer, with a fear of drowning even in a pool. So snorkelling was hardly on my list of things I had ever imagined doing. But just being there, seeing my fellow boatmates dive into the deep sea one after another, and a reassuring look and hand squeeze by my daughter and I did something I wouldn't have done even in my wildest dreams.

I was inside the waters experiencing the underwater treasures for the first time ever (and the only time probably!) It was a life changing experience…. Doing something so bold, so out of the comfort zone. Now I know, if I decide, I can do just anything.

It also became a small lesson in what can happen when we allow our children to take us beyond the boundaries we have created for ourselves.

We teach our children, guide them and prepare them for life….. But somewhere along the way, it becomes a two-way relationship.

They teach us too. They teach us spontaneity, to go for what we want, to let go of our fears and limiting thoughts. They remind us that not everything needs to be overthought before it is attempted.

One thing that we all agree that **GenX and GenZ are wired differently at many levels….**

GenX may value stability, patience, preparation and experience.

GenZ may value flexibility, individuality, experimentation and living more in the present.

One generation may say, “Think before you do it.”

The other may say, “Why think so much? Just try!”

Neither is necessarily right or wrong. And this is where cross-learning is the way ahead!

The opportunity lies in **learning from the difference rather than fighting it.**

On a serious note, a mother doesn't have to become Gen Z to connect with her GenZ daughter. And a daughter doesn't have to adopt her mother's worldview to respect her.

Instead of: “Why do you do things like this?”

we can ask: “Help me understand why this matters to you.”

Instead of: “Things were different in our time.”

we can say: “Things are clearly different now. Let’s see how we can create a balance”

And instead of always trying to teach, sometimes we can simply listen.

That doesn't mean agreeing with everything…. It means making enough room for each other to be understood.
At home, my daughter is my daughter…. And I am her mother…. Those roles come with certain expectations.

But when we travel together, something shifts. We are friends at some level…. We watch out for one another… we have one another’s backs covered.

I get to my little girl as a young woman navigating the world…. I see her confidence….. Her courage…. Her spontaneity…… Her ability to adapt….. Her enthusiasm for experiences that I might otherwise hesitate to try.
And she gets to see me differently too!! Not as the mother who reminds her about things, worries about things and occasionally asks the same question three times!

She sees me trying something new….. Laughing at myself…. Being adventurous….. Stepping outside my comfort zone…. Letting my hair down….Open to sharing those little secrets of my younger days with her

And perhaps realising that her mother is also a person who is still **learning, growing and discovering**.
Mother-daughter relationships can become incredibly important anchors in both lives — but closeness has to be nurtured.

Shared beautiful times together create familiarity beyond everyday responsibilities….. They make conversations easier….. They build trust.

They create inside jokes and stories that belong only to the two of you.

They help both of us understand each other's personalities, fears, strengths and changing perspectives.

And perhaps most importantly, they reiterate the feeling: **"We genuinely enjoy being together."**

We have reached an inference that one doesn't always need a holiday to create this bond.

But such a holiday gives you space to strengthen and reinforce the beautiful bond.

We make it a point to spend little bit of times together… just the two of us.…

A Sunday breakfast….. A long drive….. A walk….. A movie….. Cooking together….. and our favourite recreation together -Shopping.

What matters is not the grandeur of the activity. **It is the quality of attention we give each other.**

Twenty minutes of heart-to-heart conversation can do wonders. The unspoken assurance that the other is going to be there for any kind of advice, or just as a sounding board, a vent out framework or a gossip partner is the best thing that can happen here.

Perhaps Gen X parents need to loosen their grip a little and realise that our GenZ children need space to become themselves.

Its time we move from "I know what's best for you" to "What do you think?"

From Bali, we came back with photographs, souvenirs and memories of beautiful places….. the real treasure collected all through the trip were the moments when we laughed at something only the two of us found funny.… When I was given lessons in photography (and I passed the test with flying colors by the end of the holiday!!)….. When we shared things about ourselves that would not have happened in our normal routines.… And the realisation that we are going to be friends forever.

The companionship, the mutual admiration, the mutual learning, confiding in each other, agreeing to disagreeing with respect, navigating through the generational differences, valuing the emotional safe space….. All that simply take us **closer to each other.**



CHAPTER NEWS

AHMEDABAD

IOTP for Final Students – 01/10/2026 to 10/10/2026

Chapter successfully organized an Industry Orientation Program for final year students from 1st October 2026 to 10th October 2026. The program witnessed enthusiastic participation from a large number of final course students.

Eminent faculties and industry experts delivered insightful sessions on diverse topics of professional relevance during 1st to 9th October, 2026:

- CMA Yogesh Chatwani - Valuation
- Mr. Alok Vasavada - Communication Skills and Body Language
- CMA Darshil Mehta - Group Discussion, Interview Skills (including CV/Resume Making) & Presentation Skills
- CMA Mitesh Prajapati - Cost Audit
- Mr. Milin Shah - Process of Finalization of Accounts
- CMA Bhavesh Burad - GST
- Mr. Pinal Shah - MIS & Presentation
- Mr. Jimil Shah - Blocked ITC under GST
- Ms. Ami Desai - Digital Financial Services

On 10th October 2026, the participating students made group presentations on Startup Projects under the theme "From Cost Accountant to CFO of a Startup". CMA H. C. Shah and CMA R. B. Kothari were the Jury for the Startup Project presentations. They critically reviewed each project, evaluating its practical viability, financial planning, and strategic approach. The Jury engaged with the student groups by raising insightful questions related to their project models, cost structures, and the role of a Cost Accountant as a future CFO, and provided valuable feedback for further improvement.All participating students were awarded certificates of participation.

CPE Workshop – Prompt to Possibilities – AI Mastery Workshop for CMAs – Level 2 Batch – 9th to 11th October, 2026

The ICMAI Ahmedabad Chapter organized an impactful and power-packed three-day hands-on workshop titled "Prompt to Possibilities – AI Mastery Workshop for CMAs" - Level 2 Batch to empower Cost and Management Accountants with advanced, practical and application-oriented Artificial Intelligence skills.

The workshop was held on 9th, 10th & 11th October, 2026 at ICMAI - Ahmedabad Chapter Office. The batch was exclusively for members who had completed Level 1, with preference given batchwise.

The workshop commenced on 9th October, 2026 (Friday) with advanced technical sessions. Mr. Aamir Dholia led the opening session on "Automation Using Claude - Advanced Claude" where participants explored advanced capabilities of Claude for office automation, data analysis and structured output generation. This was followed by a hands-on session on "Development of Application Using AI" by Ms. Minal Sharma, focusing on building no-code/low-code AI-powered applications for CMA practice.

The second day, held on 10th October, 2026 (Saturday), was dedicated to branding and productivity enhancement. Ms. Pruthvi Mehta conducted an insightful session on "AI For Branding", demonstrating how CMAs can leverage AI for personal branding, content creation, and client communication. Mr. Fenil Shah led two powerful sessions - "Basics of

Vibe Coding" and "AI Automation with Confidentiality = VBA Coding for Day To Day Tasks". Participants learned practical VBA automation integrated with AI while maintaining data confidentiality, a critical concern for professional practice.

The third & final day, held on 11th October, 2026 (Sunday), focused on future-ready skills. Mr. Fenil Shah conducted a specialized segment on "Custom GPT Creation for CMA & Future of AI", guiding participants to build their own custom GPTs tailored for Cost Audit, MIS reporting, and compliance assistance. The concluding session on "Website Development using AI" by Mr. Punit Harwani empowered members to create professional websites for their firms within hours using AI tools.

The hands-on workshop witnessed enthusiastic participation and active learning throughout. The workshop concluded on an appreciative note with a formal vote of thanks.

The workshop was organized under the able leadership of CMA Mitesh Prajapati, Chairman, ICMAI Ahmedabad Chapter, CMA Uttam Bhandari, Chairman - P D Committee, and coordinated by CMA Ashish Bhavsar, Co-ordinator.
All participating students were awarded certificates of participation.

Webinar – How to Prepare Bankable Business Plan - 15/10/2026

ICMAI-Ahmedabad chapter organized a Webinar on How to Prepare Bankable Business Plan on 15th October 2026. Admin of Ahmedabad Chapter welcomed the speaker CMA Umesh Menon and the participant members. He also introduced the speaker. The speaker CMA Umesh Menon gave detailed presentation on the subject matter. The session was very interactive.

CMA Garba Mahotsav 2026– 17/10/2026

ICMAI-Ahmedabad Chapter organized a magnificent 'CMA Garba Mahotsav' celebration on 17th October 2026 at Sakamba Party Plot, Memnagar, Ahmedabad, marking the joyous occasion of the Chapter's significant milestone. The event, held with immense fervor and traditional zeal, brought together members, their families, dignitaries, and students for a night of cultural extravagance and community bonding.

The celebration was dedicated to the rich traditions of Gujarat, featuring vibrant Garba and Dandiya-Raas performances that showcased the energetic spirit of the participants. The atmosphere was electrifying, with attendees dressed in traditional, colorful attire, dancing to the tunes of a renowned local musical troupe.

Highlights of the Event

Participation: Over 500 members, students, and their families participated in the grand celebration, reinforcing the sense of fraternity within the ICMAI community.

Cultural Showcase: Special recognition was given to the best-dressed participants and performers in various categories, encouraging enthusiasm and participation.
CMA Mitesh Prajapti, Chairman addressed the gathering, stating, "This 'CMA Garba Mahotsav' is more than just a festival; it's a celebration of our Chapter's enduring legacy, the strength of our professional community, and the vibrant culture of Gujarat. We are grateful for the overwhelming participation, which truly made this a grand celebration."

The spirit of CMA Garba Mahotsav reached a dazzling crescendo as ICMAI-Ahmedabad hosted its much-anticipated Garba Awards, celebrating exceptional talent, tradition, and creativity. The event, brought together the community for a night of vibrant music, graceful dance, and well-deserved recognition.

A panel of judges evaluated performances and presentations across various categories, highlighting participants who exemplified the fusion of traditional reverence and contemporary flair.

The Distinguished Winners:

The following individuals and couples were honoured for their outstanding contributions to the CMA Garba Mahotsav:

Sr.	Award Category	Winner(s)
1	CMA Garba Queen: Outstanding female Garba performer	Ms. Shefali Panchal
2	CMA Garba King: Top male Garba performer	Mr. Pruthvi Makwana
3	CMA Best Traditional Attire - Female: Best traditional wear by a female artist	Ms. Tarjani Dagali
4	CMA Best Traditional Attire - Male: Best traditional attire worn by a male artist	Mr. Het Prajapati
5	CMA Best Garba Couple: Celebrating outstanding couple performance	Mr. Het Prajapati & Ms. Tarjani Dagali
6	Best Child Artist	Hiva Aadesara

New Members Welcome Meet

Chapter organized a warm and encouraging New Members Welcome Meet on November 1st, 2026, to formally receive and orient the newly qualified Cost and Management Accountants into the professional fraternity. During the session, Chairman, CMA Mitesh Prajapati and Secretary CMA Sunil Tejwani addressed the gathering, sharing detailed insights into the professional landscape and outlining the extensive range of benefits provided by ICMAI. They highlighted crucial member advantages, including continuous professional development programs, networking forums, access to specialized research publications, career progression opportunities, and the expanding regulatory recognition of CMAs across diverse industries.

To mark this significant milestone in their career journeys, a specially curated welcome kit was distributed to each new member. The kit served both as a token of celebration and a functional package to help them seamlessly engage with the chapter's activities and resources. CMA Mitesh Prajapati – Chairman, CMA Sunil Tejwani - Secretary were present in the Members Meet. The event concluded on an appreciative note with a formal vote of thanks delivered by CMA Sunil Tejwani, Secretary of chapter who expressed heartfelt gratitude to the distinguished speakers, office bearers, and the enthusiasm of the new members who made the orientation program a resounding success.

Dhanteras Pooja

Chapter celebrated the auspicious festival of Dhanteras with devotion and togetherness by organising Dhanteras Puja at the Chapter office on Friday, 6th November, 2026.

The Puja was performed to seek the blessings of Goddess Lakshmi and Lord Dhanvantari for prosperity, good health, happiness and success for all members, students and well-wishers of the Chapter.

Chairman, Secretary, Treasurer, other Managing Committee Members and Staff members participated in the Puja with great enthusiasm and devotion. Members also joined the celebration, making the occasion truly memorable.

Rangoli Competition

Chapter organised a vibrant Rangoli Competition on Friday, 6th November, 2026 on the theme "Together We Achieve, Together We Celebrate – Samriddhi Ki Rangoli". A large number of Students and Members participated enthusiastically in the competition, showcasing their creativity, colours and festive spirit. The beautiful entries were created under the categories of Lotus Flower or Flower Design, Peacock Design, Diwali Diya Design, Kalash of Prosperity and Mandala Design / ICMAI - Prosperity Mandala, reflecting devotion, prosperity and the spirit of togetherness.

In the Rangoli Competition, Swati Mehta secured the 1st Prize, Sejal Chavda secured the 2nd Prize and Artiben Mehta secured the 3rd Prize. Chapter congratulates all the winners and appreciates the enthusiastic participation of all Students and Members who made the event colourful, memorable and a grand success.

Campus placement for Qualified CMAs of June'26 Term

Chapter successfully organized Campus Placement for Qualified CMAs of the June 2026 Term on 20th & 21st November 2026 at the Chapter premises.
More than 75 candidates registered for the Campus Placement. The following leading corporates participated and availed the benefit of the Campus Placement for their requirement of CMAs:

1. Torrent Group
2. LOTTE - Havmor Ice Creams
3. Vodafone Idea (VI)
4. Astral Limited
5. Microvista Technologies
6. Naman Industries Proxima Limited
7. Aeron Composite Ltd
8. Pintola

The placement process is still ongoing for some of the companies.

In the Inaugural Session, CMA Mitesh Prajapati, Chairman, welcomed the Company Representatives in his inaugural address and briefed them about the activities of the Chapter. The Company Representatives were felicitated by CMA Mitesh Prajapati, Chairman. The Representatives gave a brief introduction about their respective companies to the participants and highlighted the importance of CMAs in the corporate world.

Career counselling activity under CMA Sankalp Yatra

Under the outreach initiative "CMA Sankalp Yatra," the ICMAI-Ahmedabad Chapter organized a targeted career counselling session at various schools & Colleges. The primary objective of the program was to spread awareness about the Cost and Management Accountancy (CMA) profession, guide students toward strategic career paths in finance and accounting, and bridge the gap between academic education and industry expectations.

BARODA

Skill Training (MS Office) for Intermediate Students

Event Title/Theme	Skill Training (MS Office) for Intermediate Students
Date	21/09/2026 to 22/10/2026
Venue	Online
Key Speakers	Shri Rishabh Dave
Number of Attendees	More than 200 students
Organizer	Baroda Chapter
Focus Point	Computer Basics & MS Office Focus Point

Event Summary

- **Introduction & Event Overview**: The Baroda Chapter organized a comprehensive online skill development program titled "Skill Training (MS Office) for Intermediate Students", which ran from 21st September 2026 to 22nd October 2026. Designed to enhance core software literacy, the course focused on equipping intermediate students with practical technical skills essential for modern academic and professional tasks.
- **Target Audience & Participation**: Delivered virtually to ensure flexible accessibility, the program received an enthusiastic response, recording active participation from more than 200 students.
- **Expert Speaker Guidance**: The interactive training sessions were led by distinguished speaker Shri Rishabh Dave, who delivered hands-on demonstrations, guided participants through step-by-step applications, and addressed student queries throughout the month-long initiative.

2. Skill Training (E-Filling) for Intermediate Students

Event Title/Theme	Skill Training (E-filing) for Intermediate students
Date	03/10/2026 to Ongoing
Venue	Online
Key Speakers	CMA Nihar Na
Number of Attendees	More than 200 students
Organizer	Baroda Chapter
Focus Point	E-filing

Event Summary

- **Introduction & Overview:** The Baroda Chapter initiated an online skill development training program titled "Skill Training (E-filing) for Intermediate students", which commenced on 3rd October 2026 and is currently ongoing. The training is structured around a comprehensive 20-hour curriculum to provide ICMAI Intermediate students with end-to-end practical knowledge of digital compliance and regulatory submission workflows.
- **Target Audience & Participation:** Conducted via an interactive online platform, the program has attracted enthusiasm across the student community, recording active involvement from more than 200 students.
- **Key Speaker Expertise:** The training sessions are led by expert speaker CMA Nihar Naik, who guides participants through step-by-step electronic filing procedures, statutory portal navigation, real-time error resolution, and practical compliance protocols.
- **Focus Areas – Income Tax & ITR Filing:** The module covers e-PAN application processes, Income Tax Portal registration, viewing Annual Information Statements (AIS), making online tax payments, and detailed procedures for filing and verifying ITR-1 alongside individual/HUF return forms.
- **Focus Areas – TDS & GST Compliance:** Students receive practical grounding in Tax Deducted at Source (TDS) schedules, return submissions, and exemption forms (Form 13, 15G, 15H). The sessions also focus extensively on GSTIN registration, filing GSTR-1 and GSTR-3B, navigating the QRMP scheme/IFF, managing electronic ledgers, and reviewing GSTR-9 requirements.
- **Focus Areas – Statutory Returns (ESIC & PF):** The training details regulatory compliance under statutory labor laws, focusing on online registration protocols, applicability criteria, LIN management, and return documentation for the Employees' State Insurance Corporation (ESIC) and Provident Fund (PF).

- **Key Learning Outcomes:** By integrating theoretical rules with practical portal simulations, the ongoing training empowers attendees to navigate statutory portals independently, resolve tax filing errors, and meet compliance deadlines efficiently in their professional careers.

3. Industry Oriented Training Program (IOTP) for Final Students

Event Title/Theme	Industry Oriented Training Program (IOTP) for Final students
Date	28/09/2026 to 08/10/2026
Venue	Baroda Chapter Office (242/542, Phoenix Complex, Sayajigunj, Vadodara)
Key Speakers	CMA Priyank Zala, CS Mitul Suthar, CMA Hirav Shah, Shri Mahesh Pandit, CMA Mahesh Jaiswal, CMA Mohit Nagdev
Number of Attendees	59 students
Organizer	Baroda Chapter
Focus Point	Industry Oriented Training Program (IOTP)

Event Summary

- **Introduction & Program Overview:** The Baroda Chapter of The Institute of Cost Accountants of India organized an offline skill-building initiative titled "Industry Oriented Training Program (IOTP) for Final Students" preparing for the December 2026 exams. The training ran from 28th September 2026 to 8th October 2026 at the Baroda Chapter Office to equip students with core practical skills demanded by modern corporate environments.

- **Target Audience & Attendance:** Tailored specifically for advanced financial scholars, the physical training program witnessed total registration and enthusiastic participation from 59 students.

- **Key Speakers & Practical Insights:** The sessions were facilitated by an esteemed panel of domain experts and seasoned industry professionals, including CMA Priyank Zala, CS Mitul Suthar, CMA Hirav Shah, Mahesh Pandit, CMA Mahesh Jaiswal, and CMA Mohit Nagdev.

- **Focus Areas – Soft Skills & Corporate Reporting:** Initial sessions led by CMA Priyank Zala centered on vital communication skills, interview preparations, presentation techniques, group discussions, panel dynamics, and drafting management information system (MIS) reports.

- **Focus Areas – Legal Compliance, Auditing & Taxation:** Expert modules provided deep dives into company formation and contract management (CS Mitul Suthar), accounting and cost/statutory audits (CMA Hirav Shah), direct taxation compliance, and indirect taxation principles (Mahesh Pandit).

- **Focus Areas – Corporate Finance, AI & Risk Management:** Specialized lectures covered financial decision-making frameworks, including Working Capital Management (CMA Mahesh Jaiswal), Risk Management strategies (CMA Mohit Nagdev), and a future-focused session on basic applications of Artificial Intelligence (AI) in finance (CMA Hirav Shah).

- **Key Outcomes:** The 10-day intensive workshop successfully bridged academic concepts with corporate execution. Participants gained hands-on domain clarity, professional communication etiquette, and technological orientation, underscoring the Baroda Chapter's ongoing mission to produce industry-ready cost and management accountants

4. CPE on "Brand You"

Event Title/Theme	BRAND YOU!
Date	23/10/2026
Venue	ICAI Bhawan, Vadodara
Key Speakers	Ms. Nimisha Parekh
Number of Attendees	25 Members & Students
Organizer	Jointly organized by Baroda Chapter WIRC of ICMAI, Vadodara Branch of WICASA (ICAI), and Vadodara Chapter of WIRC of ICSI
Focus Point	Personal Branding and Professional Reputation ("Because in today's world, your name is your biggest asset")

Event Summary

- **Introduction & Overview:** The Baroda Chapter WIRC of ICMAI, in joint collaboration with the Vadodara Branch of WICASA (ICAI) and the Vadodara Chapter of WIRC of ICSI, organized an offline Continuing Professional Education (CPE) seminar titled "BRAND YOU!" on 23rd October 2026. Held from 5:00 PM to 7:30 PM, the session aimed to highlight the significance of personal brand development for professional professionals and students in competitive financial environments.
- **Target Audience & Participation:** The program brought together a focused audience of 25 Members & Students representing the accounting and corporate governance domains, offering attendees a collaborative, multi-disciplinary networking platform.
- **Key Speaker Expertise:** The seminar was conducted by prominent speaker Ms. Nimisha Parekh, who delivered engaging perspectives on building, managing, and maintaining a powerful personal identity in modern corporate ecosystems.
- **Core Focus Area – Strategic Personal Branding:** The core theme emphasized the fundamental philosophy that an individual's name and reputation constitute their most valuable professional asset. Key discussion points focused on defining unique value propositions, projecting executive presence, and establishing professional credibility across industry networks.
- **Core Focus Area – Image Management & Networking:** The session provided actionable frameworks for managing digital and offline identity, enhancing communication impact, navigating corporate perceptions, and leveraging personal branding strategies to accelerate career growth.
- **CPE Accreditation:** Participating members from the professional institutes were awarded 2 CPE Hours in alignment with official Continuing Professional Education rules and guidelines.
- **Key Learning Outcomes:** The session enabled attendees to recognize personal branding as a pivotal strategic career tool. The successful joint initiative concluded with positive participant feedback, underscoring the organizers' commitment to professional excellence and inter-institutional collaboration.

5. Career Counselling in Social Function

Event Title/Theme	Career Counselling in Social Function
Date	24/10/2026
Venue	Urmi School, Sama-Savli Road, Vadodara
Key Speakers	CMA Kartik Vasavada

CHHATRAPATI SAMBHAJINAGAR

Career Guidance Programme at Balbhim Mahavidyalaya, Beed

Chapter conducted a Career Guidance Programme at Balbhim Mahavidyalaya, Beed, on 1st October 2026. The programme witnessed an encouraging participation of around 300 students.

The programme aimed to create awareness among students about the Cost and Management Accountancy (CMA) profession, its career opportunities, and the role of professional qualifications in shaping successful careers.

CMA CS Dr. Sanvedi Rane, Chairperson of the Chhatrapati Sambhajinagar Chapter, and CMA Kiran Kulkarni, Chairman of the Public Relations Committee, addressed the students online. They shared valuable insights into the CMA profession and motivated students to explore the diverse career opportunities available in the field of Cost and Management Accountancy.

Mr. Shirish Joshi, Office In-charge of the Chapter, guided the students and provided information about the CMA course and its professional prospects.

Prof. Dr. Sunil Undre, Principal of Balbhim Mahavidyalaya; Prof. Dr. Kokate, Vice-Principal; Prof. Dr. Ratnaparkhi, Head of the Department of Commerce; Dr. Dahe, Programme Coordinator; Prof. Mrs. Kute; and Mr. Ravikiran Patil, staff member of the Chapter, were present on the occasion.

The programme received an enthusiastic response from the students, who actively participated in the interactive session. The college management requested the Chapter to organise at least two Career Guidance Programmes every year at Balbhim Mahavidyalaya to continue guiding and motivating students towards professional career opportunities.

The programme concluded with an interactive question-and-answer session, during which students received answers to their queries regarding the CMA course, career prospects, and the professional journey ahead.

NASHIK

Chapter Signs MoU with Gokhale Education Society's R. N. C. Arts, J. D. B. Commerce and N. S. C. Science College, Nashik Road

Chapter, signed a Memorandum of Understanding (MoU) with Gokhale Education Society's R. N. C. Arts, J. D. B. Commerce and N. S. C. Science College, Nashik Road, on Friday, 30th October 2026, at the Principal's Cabin of the college.

The MoU signing ceremony was held in the presence of Principal Prof. Dr. Krishna Shahane, Dr. Thakur Akash Ashok, Vice Principal, Commerce Faculty, and Prof. Dr. Vidyullata Hande, Head, Department of Costing, who signed the MoU on behalf of the college.

Representing ICMAI Nashik Chapter, CMA Mayur Nikam, Chairman; CMA Santosh ramhankar, Secretary; and CMA Arifkhan Mansuri, Committee Member, signed the MoU on behalf of the Chapter.

The MoU aims to strengthen the association between the academic institution and Nashik Chapter, creating opportunities for academic collaboration, student development, professional awareness and career guidance in the field of Cost and Management Accountancy.

The initiative marks another important step by Nashik Chapter towards strengthening industry-academia interaction and promoting the CMA profession among students.

Chapter expresses its sincere gratitude to the Principal and the management of Gokhale Education Society's R. N. C. Arts, J. D. B. Commerce and N. S. C. Science College for their support and cooperation.

PIMPRI CHINCHWAD

Webinar on "Industry 5.0 and Management Accounting: Bridging Digital Transformation and Business Value".

On 1st October 2026, Chapter organised an insightful webinar on "Industry 5.0 and Management Accounting: Bridging Digital Transformation and Business Value" through MS Team. The session was conducted by CMA CS Dr. Chandra Sekhar Rajanala, Corporate Professional and Visiting Professor, who shared valuable insights into the evolving role of management accounting in the era of Industry 5.0.

CMA Balkrishna Hajare, Chairman of the Pimpri Chinchwad Chapter welcomed and introduced speaker CMA CS Dr. Chandra Sekhar Rajanala.

The webinar focused on the integration of advanced digital technologies with human-centric approaches to enhance business performance, operational efficiency and sustainable value creation. The session highlighted how emerging technologies, including Artificial Intelligence, automation, data analytics and smart manufacturing systems, are transforming traditional business processes and management accounting practices.

Dr. Rajanala emphasised the importance of management accountants in translating digital insights into strategic business decisions. He discussed how Cost and Management Accountants (CMAs) can leverage technology for cost optimisation, performance measurement, risk management, resource utilisation and informed decision-making. The session also underscored the significance of combining technological innovation with human intelligence, professional judgement and ethical considerations to achieve long-term business objectives.

The webinar provided participants with a broader perspective on the expanding responsibilities of CMAs in the digital era and highlighted the need for continuous learning and technological adaptability. The programme was a valuable learning opportunity for professionals seeking to strengthen their strategic capabilities and contribute meaningfully to organisational growth and business excellence.

The session concluded with a vote of thanks by CMA Guruprasad Kulkarni.

Webinar on "Becoming Organisational Insiders: A Strategic Imperative for Professionals Seeking Influence and Impact".

On 9th October 2026, Chapter organised an insightful webinar on "Becoming Organisational Insiders: A Strategic Imperative for Professionals Seeking Influence and Impact" through MS Team. The session was conducted by CMA (Dr.) Durga Prasad, Former President of The Institute of Cost Accountants of India (ICMAI), who shared valuable perspectives on enhancing professional influence and creating a meaningful impact within organisations.

CMA Sagar Malpure, Chairman of Professional Development Committee, of the Chapter welcomed and introduced CMA (Dr.) Durga Prasad.

The session highlighted the importance of understanding and managing emotions, developing self-awareness and responding to challenging situations with composure and clarity. Dr. Vidya Parikh emphasised that effective leadership requires a balanced combination of courage, empathy, emotional resilience and sound judgement. She explained how leaders who recognise their own emotions and understand the perspectives of others can build trust, strengthen collaboration and foster a positive working environment.

The webinar also explored the relevance of emotional intelligence in navigating workplace challenges, managing conflicts, communicating effectively and making thoughtful decisions under pressure. The discussion reinforced the importance of empathy in building meaningful professional relationships while demonstrating courage in addressing difficult situations, embracing change and taking responsibility for decisions.

For Cost and Management Accountants (CMAs), emotional intelligence is an essential leadership competency that complements technical expertise and analytical skills. The ability to communicate with sensitivity, influence stakeholders and lead with integrity enables professionals to contribute more effectively to organisational success.

The programme provided valuable insights into developing emotionally intelligent leadership and encouraged participants to integrate courage and empathy into their professional and personal lives. The session reaffirmed that truly effective leadership is not defined by authority alone, but by the ability to lead with confidence, compassion and understanding.

The session was concluded with a vote of thanks by CMA Guruprasad Kulkarni.

Webinar on "The Art of Daily Practice: Rituals for Growth and Focus".

On 14th October 2026, Chapter of ICMAI jointly with Navi Mumbai Chapter & Nashik Chapter in collaboration with Maharashtra Tax Practitioner Association (MTPA organised an insightful webinar on "The Art of Daily Practice: Rituals for Growth and Focus" through MS Team.

CMA Amit Jadhav, Chairman of Professional Development Committee, Nashik Chapter welcomed and introduced CMA Sayali Nagmoti.

The session highlighted how small, purposeful habits, when practiced consistently, can lead to significant long-term improvements in productivity, discipline and overall well-being. CMA Sayali Nagmoti emphasised the importance of establishing meaningful daily routines, setting clear priorities and maintaining consistency in one's efforts. She explained how structured practices can help individuals manage their time effectively, minimise distractions and remain focused on their goals despite competing demands.

The webinar also explored the role of self-discipline, mindfulness and continuous learning in building sustainable habits. Participants were encouraged to adopt practical strategies such as planning daily activities, allocating dedicated time for important tasks, reflecting on progress and making gradual improvements. The discussion reinforced the idea that lasting growth is achieved not merely through occasional bursts of motivation but through deliberate and consistent action.

For Cost and Management Accountants (CMAs), developing effective daily practices is particularly valuable in managing professional responsibilities, meeting deadlines, maintaining accuracy and adapting to evolving workplace expectations. A disciplined approach to work and continuous self-improvement can strengthen both professional effectiveness and personal fulfilment.

The webinar provided an enriching learning experience, motivating participants to cultivate purposeful routines and integrate positive habits into their everyday lives. The session reinforced the message that consistent daily actions, guided by clear intentions and sustained focus, form the foundation for lasting growth and success.

The session ended with vote of thanks.

Webinar on "The Art of Daily Practice: Rituals for Growth and Focus".

On 15th October 2026, Chapter jointly with Navi Mumbai Chapter & Nashik Chapter in collaboration with Maharashtra Tax Practitioner Association (MTPA organised webinar on "The Science of Happiness: Positive Mindsets for Growth" through MS Team.

CMA Arup Bagui, Chairman of Professional Development Committee, of the Chapter welcomed and introduced CMA Kavita Ware.

The session explored the relationship between a positive mindset, mental well-being and overall effectiveness. CMA Sayali Nagmoti highlighted how cultivating gratitude, practicing self-awareness, maintaining a constructive outlook and developing resilience can help individuals navigate challenges with confidence and optimism. She emphasised that happiness is not merely the result of external achievements but can also be nurtured through conscious habits, meaningful relationships and a balanced approach to life.

The webinar further highlighted the role of positive thinking in improving productivity, strengthening interpersonal relationships and enhancing decision-making abilities. Participants were encouraged to adopt practical approaches to managing stress, overcoming setbacks and maintaining motivation in demanding professional environments. The discussion also underscored the importance of balancing professional responsibilities with personal well-being to achieve sustainable success.

For Cost and Management Accountants (CMAs), a positive mindset and emotional resilience are valuable attributes that support effective leadership, adaptability and sound professional judgement. By nurturing these qualities, professionals can enhance their performance while contributing to a healthier and more collaborative workplace.

The webinar offered an enriching learning experience, inspiring participants to embrace positivity, develop healthy mental habits and view challenges as opportunities for learning and growth.

The session ended with vote of thanks.

Webinar on 'Beyond Theory: Leadership in Practice and Mastering Work-Life Balance'.

On 16th October 2026, Chapter, jointly with Navi Mumbai Chapter and Nashik Chapter in collaboration with the Maharashtra Tax Practitioners Association (MTPA), organised a webinar on the topic "Beyond Theory: Leadership in Practice and Mastering Work-Life Balance" through MS Team.

Adv. Pranav Sheth, Vice President, Maharashtra Tax Practitioner Association, Pune has welcomed and introduced the speaker CMA CA, CS Nidhi Agrawal and CMA Priya Iyer, CFO BEL Optonic Devices Limited

The first session was conducted by CMA Nidhi Agrawal. The session highlighted the importance of translating theoretical knowledge into practical leadership skills, focusing on effective communication, strategic decision-making, teamwork, adaptability and professional ethics. It emphasised the need for professionals to go beyond technical expertise, embrace challenges and develop leadership qualities that drive organisational growth and create sustainable value.

The initiative reflected the participating organisations' commitment to enhancing professional competencies and nurturing effective leaders.

The second session conducted by CMA Priya Iyer. The session highlighted the importance of maintaining harmony between professional commitments and personal well-being. It emphasised effective time management, setting priorities, managing stress and adopting healthy work habits. The webinar encouraged professionals to embrace a balanced approach to life that enhances productivity, promotes well-being and supports long-term personal and professional success.
The initiative reflected the organisers' commitment to the holistic development of professionals through meaningful learning and knowledge-sharing opportunities.

The sessions concluded with vote of thanks by CMA Sagar Malpure.

Industrial Visit to Morde Foods Pvt. Ltd., Manchar.

On 17th October 2026, Chapter organised an industrial visit to Morde Foods Pvt. Ltd., in the Manchar region of Pune district, to provide students with practical exposure to manufacturing operations and the application of cost and management accounting principles in the food processing industry.

The visit aimed to familiarise students with various stages of manufacturing, including raw material handling, processing, packaging and storage. Students gained insights into the importance of cost control, inventory management, quality assurance, wastage reduction and operational efficiency in enhancing business profitability. Another important area of learning was quality assurance and process efficiency. In the food manufacturing industry, maintaining consistent product quality, adhering to prescribed hygiene standards and minimising production losses are critical operational priorities. From a cost accounting perspective, these practices are closely linked to the analysis of wastage, rejection rates, process losses and the overall cost of quality. The visit helped students understand how operational controls can support both product reliability and financial performance.

The industrial visit to Morde Foods Pvt. Ltd. served as a valuable learning experience for the students, offering practical insights into manufacturing operations and the relevance of cost accounting in an industrial setting. It reinforced the importance of combining technical knowledge with analytical thinking and practical understanding to prepare future Cost and Management Accountants for the evolving demands of the profession. More than 40 students participated in the industry visit.

Webinar on "Shailaputri–Strength & New Beginnings and Energy Enthusiasm and Courage".

On 17th October 2026, Chapter, jointly with Navi Mumbai Chapter and Nashik Chapter in collaboration with the Maharashtra Tax Practitioners Association (MTPA), organised an insightful webinar on **"Shailaputri–Strength & New Beginnings and Energy Enthusiasm and Courage" through Microsoft Teams.**

CMA Balkrishna Hajare, Chairman of the Pimpri Chinchwad Chapter welcomed and introduced speaker CMA Harshada Prabhune, who conducted first session on the topic 'Strength & New Beginnings'. She shared valuable perspectives on self-belief, embracing change and approaching new beginnings with confidence and positivity.

The session highlighted the importance of recognising one's inner strengths, overcoming limiting beliefs and adapting to changing circumstances. The speaker emphasised that every new beginning offers an opportunity for learning, personal growth and self-discovery. Participants were encouraged to view challenges as stepping stones towards progress and to approach new phases of life with an open mind and a clear sense of purpose.

The webinar offered meaningful insights into developing a positive outlook, strengthening emotional well-being and making confident choices in both personal and professional life. It inspired participants to move beyond their comfort zones, welcome fresh opportunities and pursue their aspirations with renewed enthusiasm.

CMA Guruprasad Kulkarni, Treasurer of the Chapter welcomed and introduced speaker CMA Supriya Agharkar, who conducted second session on the topic 'Energy Enthusiasm and Courage'. She highlighted the importance of maintaining positive energy, nurturing enthusiasm and demonstrating courage in overcoming challenges. The session inspired participants to cultivate a proactive mindset, embrace new opportunities and approach personal and professional responsibilities with confidence and determination. The initiative reflected the participating Chapters' continued commitment to holistic development and lifelong learning.

This collaborative initiative reflected the participating Chapters' continued commitment to promoting professional development, personal well-being and lifelong learning. The session concluded on an inspiring note, reinforcing the message that **every new beginning is an opportunity to rediscover one's strengths, embrace possibilities and create a better future.**

Webinar on "Spiritual intelligence: leading with mindfulness and vision".

On 19th October 2026, Chapter, jointly with Navi Mumbai Chapter and Nashik Chapter, in collaboration with the Maharashtra Tax Practitioners Association (MTPA), organised an insightful webinar on **"Spiritual Intelligence: Leading with Mindfulness and Vision" through Microsoft Teams.**

CMA Guruprasad Kulkarni, Treasurer of the Chapter welcomed and introduced speaker CMA CS Vidya Joglekar.

She conducted the session on "Spiritual Intelligence: Leading with Mindfulness and Vision", who shared valuable insights into the role of spiritual intelligence in fostering self-awareness, strengthening self-belief and embracing change with confidence and positivity. The session focused on the importance of spiritual intelligence in developing mindful leadership, enhancing self-awareness and cultivating a clear sense of purpose. It highlighted how mindfulness, emotional balance, ethical values and inner clarity can help professionals navigate workplace challenges, make responsible decisions and lead with greater confidence and compassion.

The webinar provided valuable insights into integrating spiritual intelligence with professional excellence, emphasising that effective leadership goes beyond technical expertise and requires a balanced approach rooted in awareness, wisdom and vision. The programme enriched participants' understanding of holistic leadership and its relevance in today's dynamic professional environment.

ICMAI-WIRC MSME Rise – 31st October 2026 - Nagpur

The MSME & Startup Promotion Board, ICMAI, in association with the MSME & Startup Promotion Committee of WIRC-ICMAI, successfully organised the MSME Conclave 2026 under the inspiring theme **"उत्कर्ष – From Enterprise to IPO."** The conclave served as a dynamic and impactful platform for fostering meaningful policy discussions, facilitating knowledge exchange, and advancing strategic dialogue on the growth, transformation, and future prospects of the MSME sector.

The conclave commenced with a grand inaugural ceremony graced by the presence of eminent dignitaries on the dais, including Chief Guest Shri Jitendra Kumar, General Manager, SEBI; Guest of Honour Shri Rajeev Kalra, Director (Finance), Yantra India Limited; CMA Chittaranjan Chattopadhyay, President, ICMAI; CMA Ashwinkumar Dalwadi, Former President & CCM, ICMAI; CMA P. V. Bhattad, Former President, ICMAI; CMA Vivek Bhalerao, Vice Chairman, ICMAI-WIRC; CMA Manisha Agrawal, Secretary & Treasurer, ICMAI-WIRC; CMA K. Ch. A. V. S. N. Murthy, Chairman, MSME Board, ICMAI; and CMA S. Rajat Naidu, Chairman, ICMAI-Nagpur Chapter. The inaugural proceedings began with a soulful Saraswati Vandana, seeking the blessings of Goddess Saraswati, the embodiment of knowledge and wisdom. This was followed by the auspicious ceremonial lighting of the lamp by the dignitaries, symbolising the dispelling of darkness and the ushering in of knowledge, enlightenment and new beginnings.

Thereafter, CMA Manisha Agrawal, Chairperson, MSME & Startup Promotion Committee, WIRC-ICMAI, delivered an eloquent welcome address, setting the tone for the conclave. She offered an insightful perspective on the theme, "उत्कर्ष – From Enterprise to IPO," highlighting the vision of empowering businesses to scale with purpose, create sustainable value, strengthen their growth journey, and progress confidently towards IPO readiness.

The dignitaries shared their insights on MSME transformation, global competitiveness, and innovation-led growth, emphasizing the importance of scaling businesses, creating enduring value, and achieving sustainable growth with IPO readiness.

The Guest of Honour, Shri Rajeev Kalra, Director (Finance), Yantra India Limited, highlighted the growing opportunities for MSMEs through IPOs, emphasizing the importance of financial discipline, corporate governance, transparency, and strategic preparedness in accessing capital markets and achieving sustainable growth.

As a token of appreciation, the sponsors and supporters of the conclave were felicitated by the Chief Guest, Guest of Honour, and other distinguished dignitaries. The inaugural session concluded with a sincere Vote of Thanks delivered by CMA Manisha Agrawal, expressing gratitude to all dignitaries, participants, sponsors, and contributors for making the conclave a success.

The conclave featured insightful technical sessions and engaging panel discussions, exploring the transformative journey of MSMEs from emerging enterprises to professionally managed, investment-ready businesses with the potential to enter the capital markets.

Technical Session I: "Funding the Rise: Finance, Valuation & Value Creation" commenced with the welcome of the speaker CMA Sonali Sonavane, National Lead – Risk, SME, BLSE & LAP, Bajaj Finance Ltd. by and CMA Mihir Vyas, RCM, WIRC-ICMAI. This was followed by an address by CMA Harshad Deshpande, CCM, ICMAI. The session featured by speaker, who shared valuable insights into MSME financing, business valuation, financial structuring, and strategies for sustainable value creation. The session concluded with a Vote of Thanks by CMA Pushparaj Kulkarni member of ICMAI Nagpur Chapter acknowledging the speakers' valuable insights.

Technical Session II: "MSME/SME & IPO – From Enterprise to Exchange: Is Your MSME IPO-Ready?" commenced with a welcome address by CMA Chaitanya Mohrir RCM, ICMAI-WIRC. The speaker Ms. Radha Kirthivasan, Head – Issuer Relations & Corporate Sales, BSE were introduced by CMA Ashok Kumar Behera, Treasurer, ICMAI-Nagpur Chapter, followed by an address by the Session Chairman, CMA (Dr.) Ashish Thatte, CCM, ICMAI. The session featured, who shared valuable insights into SME IPO readiness, listing requirements, regulatory preparedness, and the opportunities available for MSMEs to access capital markets and transition into publicly listed enterprises. The session concluded with a Vote of Thanks by CMA Ashok Kumar Behera.

A thought-provoking panel discussion on "Can Capital, Markets & Speedy Justice Accelerate MSME Growth?" brought together industry leaders and experts to explore pathways for strengthening the MSME sector. The session commenced with a welcome address by CMA Renu Kulkarni. Moderated by CMA Manisha Agrawal, Chairperson, MSME & Startup Promotion Committee, ICMAI-WIRC, the panel featured Dr. Milind V. Dalvi, CEO, Association of Investment Bankers of India; Ms. Parvathi Moorthy, Associate Vice President – SME Business Development, NSE; Ms. Rina Sinha, President, Vidarbha Economic Development Council & Director; and Ms. Gauri Venkatraman, Advocate. The discussion explored the role of capital markets, access to finance, effective dispute resolution, and speedy justice in fostering investor confidence and accelerating MSME growth.

The valedictory session brought the day's proceedings to a meaningful close. CMA Manisha Agrawal, Chairperson, MSME & Startup Promotion Committee, ICMAI-WIRC, presented a comprehensive overview of the conclave, highlighting key insights, significant deliberations, and the collective commitment of WIRC towards fostering MSME growth and empowerment.

With the participation of distinguished dignitaries, domain experts, industry leaders, and members of the profession, MSME RISE 2026 emerged as an impactful and enriching platform for knowledge sharing and meaningful deliberations. The conclave reaffirmed the Institute's commitment to empowering MSMEs and Start-ups through knowledge, professional expertise, and strategic collaboration, while highlighting their transformational journey from promising enterprises to professionally managed, investment-ready. The deliberations brought the essence of "उत्कर्ष – From Enterprise to IPO" to life, highlighting the pathway for MSMEs to evolve, scale, and emerge as investment-ready enterprises.

Three-Day AI Proficiency Training Programme at ICMAI-WIRC, Mumbai
19th–21st November 2026

The **AI Strategy & Innovation Board ICMAI in association with the Professional Development Committee of the WIRC of ICMAI , successfully organised a Three-Day AI Proficiency Training Programme from 19th to 21st November 2026 at the WIRC Office, Mumbai,** with an objective of equipping professionals with practical AI skills and preparing them for the evolving technology-driven professional landscape.

The Inaugural Session commenced with a welcome address by **CMA Pankaj Jalan, Secretary, AI Strategy & Innovation Board, ICMAI,** who welcomed the participants and highlighted the significance of the programme. **CMA Mahendra Bhombe, Chairman, ICMAI-WIRC**, addressed the gathering and emphasised the growing importance of Artificial Intelligence in day-to-day professional activities, workplace efficiency and informed decision-making. **CMA Mihir Vyas, Chairman, Professional Development Committee, ICMAI-WIRC**, briefed the participants about the programme structure, key learning areas and its practical relevance for finance and management professionals.

The first day featured CMA Milind Joshi as the faculty, who introduced participants to the foundations of Generative AI, effective prompting techniques, personalised AI assistants and various AI tools. The sessions included hands-on exercises demonstrating the practical application of AI in CMA practice, taxation, regulatory and professional research, preparation of professional reports and management briefs. Special emphasis was also placed on data privacy, confidentiality and the validation of AI-generated outputs.

The second and third days were conducted by CMA Hirav Shah, who delivered intensive, application-oriented sessions covering the integration of AI with financial management, costing, analytics and business decision-making. Participants explored the use of Excel and AI assistants such as ChatGPT, Claude and Gemini for financial modelling, forecasting, scenario planning and sensitivity analysis. The sessions also covered KPI dashboards, cost trends, profitability analysis, variance analysis, cost drivers, cost audit and compliance-related applications. Tools such as Gamma and Napkin AI were demonstrated for creating impactful management and Board-level presentations. Further, participants gained practical exposure to Python, Cursor, AI agents and n8n for developing AI-assisted solutions and designing multi-step finance workflows.

A major highlight of the programme was the Capstone Project, wherein participants worked in groups to conceptualise, develop and demonstrate practical AI-based solutions addressing real-world professional and business challenges. Each group presented its solution, highlighting its applicability, innovation and measurable business benefits.

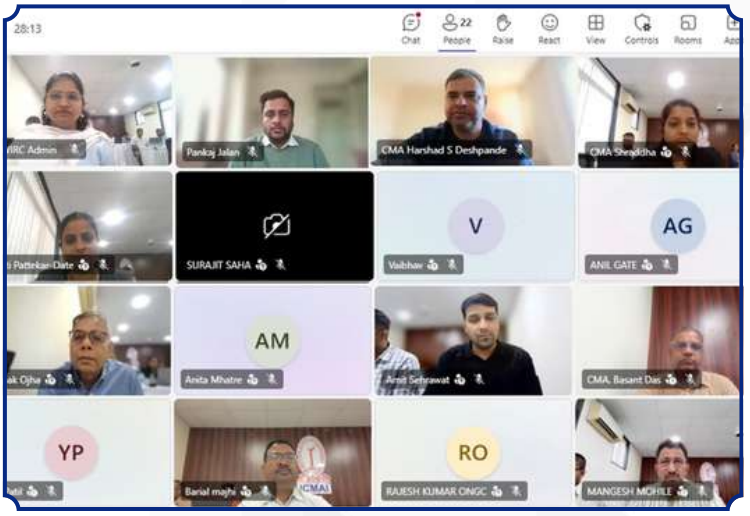
The valedictory session was addressed by **CMA Harshad Shamkant Deshpande, Chairman, AI Strategy & Innovation Board, ICMAI,** elaborated on the vision and objectives behind launching the AI Proficiency Certification Programme. He emphasised that AI is no longer merely an emerging technology but an essential professional tool that can enhance productivity, analytical capabilities and the quality of decision-making. He encouraged participants to integrate AI into their daily professional practices and shared the importance of continuous learning and adaptation. He also interacted with participants and sought their valuable feedback on the programme.

The programme concluded with a Certificate Distribution Ceremony, recognising the successful participation and learning achievements of the participants. The three-day initiative provided an enriching blend of conceptual understanding, practical demonstrations and hands-on learning, empowering participants to embrace Artificial Intelligence as a strategic enabler in the evolving domain of Cost and Management Accountancy.The programme marked another significant step towards building an AI-ready CMA profession - combining professional expertise with technological innovation to create greater value for business and society.

Glimpses of Three-Day AI Proficiency Training Programme at ICMAI-WIRC, Mumbai 19th–21st November 2026













CMA Mitesh Prajapati, Chairman, ICMAI Ahmedabad Chapter, with students during the IOTP Certificate Distribution Ceremony organised by the Ahmedabad Chapter.



Glimpses of the Workshop on Prompt to Possibilities – AI Mastery Workshop for CMAs organised by the Ahmedabad Chapter.



Dhanteras Pooja organised by Ahmedabad Chapter on the auspicious festival of Diwali on 6th November 2026



CPE Session on "Brand You" organised by the Baroda Chapter.



Nashik Chapter Signs MoU with Gokhale Education Society's R. N. C. Arts, J. D. B. Commerce and N. S. C. Science College, Nashik Road



Industrial Visit to Morde Foods Pvt. Ltd., Manchar organised by Pimpri Chinchwad Chapter



Career Guidance Programme organised by Chhatrapati Sambhajinagar Chapter at Balbhim Mahavidyalaya, Beed.



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Tel.: 7777088443, 9076020355 E-mail: wirc.admin@icmai.in Website:www.icmai-wirc.in.

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