

**15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017**

(Please read guidelines before filling up the questionnaire)

**(1) GENERAL INFORMATION:**

**1.1** The Questionnaire is designed to obtain information on Cost Management Practices and to assess performance of participant companies engaged in Service operations.

**1.2** All information and data submitted by the participant(s) shall be kept strictly confidential and shall only be used for the purpose of evaluation of the award and not for any other purpose.

**1.3 CARE Ratings Limited**, is the knowledge partner of The Institute of Cost Accountants of India for this award.

**1.4** Decision of the Jury of the Awards shall be final and binding. No correspondence, whatsoever, shall be entertained in this regard.

**1.5** All Companies (Listed or Unlisted) are eligible to participate in 15th National Awards for Excellence in Cost Management-2017 irrespective of applicability of Cost Accounting Records Rules (CARR) as prescribed in the Companies Act. Further, Unit(s) of a Company can also participate but the Unit is required to submit its Audited Financial Statements for the years 2015-16 & 2016-17. In case, the Audited Financial Statements of the Unit are not available, the same could be prepared and certified by a Cost Accountant.

**1.6** Award Categories are as follows:

**(A) Manufacturing**

- A1) Private Sector - Mega
- A2) Private Sector - Large
- A3) Private Sector - Medium
- A4) Private Sector - Small
- A5) Public Sector - Mega
- A6) Public Sector - Large
- A7) Public Sector - Medium
- A8) Public Sector - Small
- A9) SME\*

**(B) Service Sector**

- B1) Banking, Financial services and Insurance (BFSI)
- B2) Transportation and Logistics
- B3) Power Distribution and Transmission
- B4) Retail & E-commerce
- B5) Hospitality & Tourism
- B6) Healthcare
- B7) Infrastructure and Construction
- B8) Information technology & Telecommunication
- B9) Consulting and others

***Category Criteria:***

**Total revenue from operations\*\* cut-off**

Mega	> = Rs. 5,000 cr
Large	>= Rs. 2,500 cr but < Rs. 5,000 cr
Medium	>= Rs. 500 cr but < Rs. 2,500 cr
Small	< Rs. 500 cr

\* SME is defined as an enterprise where investment in plant & machinery is less than Rs. 10 crore in case of manufacturing sector; and where investment in equipment is less than Rs. 5 crore in case of service sector

\*\* Total revenue from operations for the financial year 2016-17 (12 months)

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**(Please read guidelines before filling up the questionnaire)**

**(2) GUIDELINES FOR FILLING-UP THE QUESTIONNAIRE:**

**2.1** The participants should download the Questionnaire from Institute's website - [www.icmai.in](http://www.icmai.in), either in MS Excel or PDF Format

**2.2** All sections of the Questionnaire should be filled-in with complete details. Answering all questions is mandatory. In case any question is not applicable to your company, please indicate the reasons for its non-applicability. Please use extra sheets for write-up as required and for answering detailed questions. Please mention the question number in extra sheets.

**2.3** Participants can apply in one category only.

- i) If an entity is eligible for participation in more than one category based on stipulated criteria, preferred category of participation needs to be indicated. For instance, entities qualifying both for Small Enterprises and SMEs, can apply in any one of these categories (as chosen by the participant).
- ii) If an entity has presence in more than one segment such as in manufacturing as well as service operations, it will be considered for the category that accounts for a larger proportion of its revenue.

**2.4** The copies of Annual Reports (including Financial Statements and all Schedules) of the Company, for the financial years 2015-16 and 2016-17 should be enclosed with the Questionnaire. Any other material/document that supports your participation for the award may also be enclosed.

**2.5** Participants have the option of submitting the Questionnaire either in soft copy or hard copy.

**Soft copy** of the questionnaire duly filled-in (in the excel format) along with a scanned copy of the declaration signed by authorised signatory on company's letterhead (as per format available on The Institute of Cost Accountants of India's website) and all other enclosures should be e-mailed on the Institute's official e-mail id ([ecma@icmai.in](mailto:ecma@icmai.in))

OR

**Hard copy** of the questionnaire duly filled-in and signed by the Authorised Officer of the Company, alongwith all the enclosures in sealed envelope superscribed with "**1. Confidential 2. Entry for 15<sup>th</sup> National Awards for Excellence in Cost Management-2017**" should be sent to The Institute of Cost Accountants of India, Delhi Office: 3rd Floor, CMA Bhavan, 3, Institutional Area, Lodi Road, New Delhi-110003

**2.6** Cut-off date for receiving filled in application forms is **May 18,2018**. Please note that hard copies of filled-in questionnaires along with enclosures should reach the Institute by the said cut-off date.

**2.7** Any queries relating to the Questionnaire/Cost Management Award 2017 may kindly be addressed to CMA S.C.Gupta, Director (Contact details: (O) +91-11-24666108, 24666100; Telefax:+91-11-24654703; Mobile: 09313375254 e-mail: [pd.director@icmai.in](mailto:pd.director@icmai.in))

**THE INSTITUTE OF COST ACCOUNTANTS OF INDIA**

**Section-I**

**15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017**

**Note: Please fill cells shaded in blue. Please add rows, wherever required**

<b>Details of the Company/Organization</b>		<b>Pls Fill here</b>	
1.1	Company Name:		
	Corporate Identification Number (CIN) if any:		
	Address for <b>correspondence</b> (Line 1) :		
	Line 2 :		
	City, State and Pin Code:		
1.2	<b>Chief Executive Officer</b>		
	Name:		
	Designation:		
	Mobile/Telephone No :		
	E-mail Id		
1.3	<b>Head of the Finance Department</b>		
	Name:		
	Designation:		
	Mobile/Telephone No :		
	E-mail Id		
1.4	<b>Head of the Costing Department</b>		
	Name:		
	Designation		
	Mobile/Telephone No :		
	E-mail Id		
1.5	<b>Contact Person</b>		
	Name:		
	Designation		
	Mobile/Telephone No :		
	E-mail Id		
1.6	Category to which the company belongs		
	(i) Public Sector Undertaking / Private Sector		
	(ii) Please specify the sub-sector from the list below :		
	1) Banking, Financial services and Insurance (BFSI)		
	2) Transportation and Logistics		
	3) Power Distribution and Transmission		
	4) Retail & E-Commerce		
	5) Hospitality & Tourism		
	6) Healthcare		
	7) Infrastructure and Construction		
	8) Information technology & Telecommunication		
	9) Consulting and others		
1.7	Total revenue from operations during 2016-17 (Rs. Crore) (net of duties)		
1.8	Gross investment in Plant and Machinery/ Equipment (Rs. Crore), only provide if applying for SME category		
1.9	Based on Points 1.7 (Revenue) and 1.8 (SME Criterion), if your company is eligible for participation in these two categories, please indicate your preferred category		
1.10	Major services of the company, along with CTA code:	Service Name	CTA code
	Service 1		
	Service 2		
	Service 3		

**Section-II**

**15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017**

**Application of Cost Management System in your Organisation**

2.1	a) Total number of employees (including contractual employees) *	
	b) Total number of qualified Cost/Finance professionals (CMA,CA, MBA-Finance) engaged*	
	c) Number of qualified Cost Accountants* (out of b above) *as on March 31, 2017	
	d) Is the CEO/CFO/ Head of costing department a qualified cost accountant, then provide the membership number (s)	<u>Membership Number (S)</u>
2.2	List the key cost drivers (such as manpower, energy etc.) for the company and briefly describe the strategies adopted to control them	
	<b>Cost Drivers</b>	<b>Strategies adopted</b>
	i)	
	ii)	
	iii)	
	iv)	
	v)	
2.3	List the Costing Methods / Systems / Techniques being applied by your organisation:	
	i)	
	ii)	
	iii)	
2.4	Please answer the following questions in <b>Yes/ No</b>	
	i) Does the company have a structured cost accounting manual?	
	ii) Does the company's costing system enable proper collection, allocation, absorption and determination of costs?	
	iii) Is the cost/profitability of various services /activities regularly measured and also form part of regular MIS of the company?	
	iv) Does the company have a system of budgeting & variance analysis on periodical basis?	
	v) Does scope of internal audit cover review of performance and actions taken?	
	vi) Does the company follow the laid down Risk Management and/or hedging policy?	
	vii) Is competitive bidding process for major purchases or works contracts being used?	
	viii) Are the relevant Cost Accounting Standards (CAS) and Generally Accepted Cost Accounting Principles (GACAP) issued by The Institute of Cost Accountants of India (ICAI) being followed?	
	ix) Do all departments participate in the cost budgeting process?	
	x) Do all departments participate in setting up of cost management targets?	
2.5	i) Was the company covered under Section 148 of the Companies Act, 2013 for the financial year 2016-17? (Yes/ No)	
	ii) If the answer to question 2.5(i) is in affirmative, then answer the following three questions	
	a) Were there any qualifications made by the cost auditors? (Yes/No)	

**Section-II**

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**Application of Cost Management System in your Organisation**

b) If the answer to question 2.5(ii)(a) is in affirmative, then please provide the summary of qualifications made by the Cost Auditor


c) Please indicate the mechanism adopted to implement the suggestions and observations of the cost auditors.


iii) Please specify number of meetings of Audit Committee held for the financial year 2016-17

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iv) Please specify number of Audit Committee meetings held during 2016-17, where cost related issues were discussed

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2.6 Give the periodicity (Weekly/Monthly/Quarterly/Yearly) of Cost Review Meetings:

- (a) Operational Level
- (b) CFO Level
- (c) CEO Level
- (d) Board/Audit Committee Level


2.7 Describe the initiatives taken by the company on the following :

<b>Initiative</b>	<b>Description</b>
i) Investment in research & development, product/ process re-designing etc.	
ii) Use of IT (ERP systems etc.)	
iii) Technology upgradation	
iv) Clearly spelt KPIs (for above-mentioned points) for employees & performance incentives	
v) Outsourcing non-core activities	
vi) Others, please specify	

**Section-III**

**15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017**

**Productivity / Efficiency/Competitive Parameters**

Unit	2014-15	2015-16	2016-17
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**3.1 Manpower Productivity**

A Total Manpower employed 

Nos.			
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B Mention the Manpower productivity indicator used in your industry. For example, no. of passengers travelled per employee, no. of cellular call minutes per employee, etc.  
(In case of multiple activities/ services, provide manpower productivity for three principal activities / services of the company, in order of turnover)

i) <b>Activity/ Service -1 (Specify the name)</b>				
Manpower Productivity indicator	Pl. specify unit			
Manpower Productivity indicator	Nos.			
ii) <b>Activity/ Service -2 (Specify the name)</b>				
Manpower Productivity indicator	Pl. specify unit			
Manpower Productivity indicator	Nos.			
iii) <b>Activity/ Service -3 (Specify the name)</b>				
Manpower Productivity indicator	Pl. specify unit			
Manpower Productivity indicator	Nos.			

C Give major reasons for increase / decrease in Manpower productivity, if any


D How many man-days of training in Cost Management programmes was imparted to employees?	Nos.			
E How many employees were recognised for achieving cost reduction/improved productivity?	Nos.			

**3.2 Cost efficiency**

2014-15	2015-16	2016-17
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A Mention the cost efficiency indicator used in your industry. For example, cost per km in transportation, cost per mb of data or minute of voice call in telecom, cost per available room in hospitality, cost per passenger in airports etc  
(In case of multiple activities/ services, provide cost efficiency indicator for three principal activities / services of the company, in order of turnover)

i) <b>Activity/ Service -1 (Specify the name)</b>				
Cost efficiency indicator	Pl. specify unit			
Cost per indicator	Rs.			
ii) <b>Activity/ Service -2 (Specify the name)</b>				
Cost efficiency indicator	Pl. specify unit			
Cost per indicator	Rs.			
iii) <b>Activity/ Service -3 (Specify the name)</b>				
Cost efficiency indicator	Pl. specify unit			
Cost per indicator	Rs.			

B Give major reasons for increase / decrease in cost efficiency, if any


**Section-III**

**15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017**  
**Productivity / Efficiency/Competitive Parameters**

<b>3.3 Energy Efficiency and Conservation</b>		<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
A	Total Power consumed	KWH		
B	Mention the Energy Efficiency indicators used in your industry. <i>(In case of multiple activities/ services, provide energy efficiency indicators for three principal activities / services of the company, in order of turnover)</i>			
i)	<b>Activity/ Service -1 (Specify the name)</b>			
	Energy efficiency indicator	Pl. specify unit		
	Energy efficiency indicator	Nos.		
ii)	<b>Activity/ Service -2 (Specify the name)</b>			
	Energy efficiency indicator	Pl. specify unit		
	Energy efficiency indicator	Nos.		
iii)	<b>Activity/ Service -3 (Specify the name)</b>			
	Energy efficiency indicator	Pl. specify unit		
	Energy efficiency indicator	Nos.		
C	Give major reasons for increase / decrease in Energy Efficiency.			

**Section-IV**

**15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017**

**Sustainability and Other Parameters**

4.1	i	Amount of revenue expenditure incurred on Environmental protection?	Rs./Lakh						
	ii	Please provide details of following pollutants. Put "NM" if not monitored by your company or Put "NA" if not applicable to your company's operations Quantity of waste gas emissions during the year (Air Pollution) Quantity of waste water discharged during the year Quantity of solid waste generated during the year	<b>Unit</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>			
			Cubic M						
			Cubic M						
			MT						
4.2	i)	Does the company have a policy on R&D Spending?(Yes/No)							
ii)	Amount earmarked for R&D activities Amount actually utilized for R&D activities	<b>Unit</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>				
		Rs./Lakh							
		Rs./Lakh							
4.3	i)	Does the company have a policy on CSR Spending?(Yes/No)							
ii)	Amount actually incurred for CSR activities during the year as a percentage of its average net profits made during immediately preceding three financial years	<b>Unit</b>	<b>2016-17</b>						
		%							
4.4	i)	Amount spent on Quality Assurance and Control?	Rs./Lakh						
	ii)	Does the company have any Quality certifications/ Accreditations related to enterprise? (Yes/ No)							
	iii)	If the answer to 4.4(ii) is in affirmative, then provide the type of certification, certifying organization and validity date.							
<table border="1" style="width:100%; height:40px;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>									
4.5	Please indicate (in Yes/ No) if the following tools & techniques of cost management are being adopted/ implemented by the company								
	Activity based costing								
	Target costing								
	Life cycle costing								
	Kaizen costing								
	Performance budgeting								
	Zero based budgeting								
	Standard costing								
	Benchmark costing								
	Segment wise costing								
	Costing of quality cost								
	Environmental costing								
	Social cost benefit analysis								
	Enterprise performance management								
	Other cost management practices, if any								

4.6 Please attach a brief write-up (Preferably one page) on the Cost Management practices of the company to sustain and succeed in the competitive environment.

Section-IV

15<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2017

Sustainability and Other Parameters

4.7 Any other information relating to cost management which the company deems fit to be considered, and is not covered in this questionnaire (please do not add any separate page for answering this question).


**Certified that the information furnished above is correct to the best of my knowledge & belief.**

**Certified that the organisation has been abiding by all statutory requirements in vogue, maintaining the proper documentation and is not involved in any economic / other offence for which legal action has been taken or pending.**

**Company seal and signature of the CFO/ Head of Costing department**

**Name:**

**Designation:**

**Telephone/Mobile No:**

**Date:**


**Enclosures:**

- 1 Annual Reports (2015-16 & 2016-17 )
- 2 Write-up for Para 4.6
- 3 Declaration (for online submission )
- 4 Others (If any)\_\_\_\_\_