

**14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016**

(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 manufacturing 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** ICRA Limited, is the knowledge partner of the Institute of Cost Accountants of India for this award

**1.4** Decision of the Award Jury 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 14th National Awards for Excellence in Cost Management-2016 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 the Audited Financial Statements for the year 2014-15 & 2015-16 of the unit. 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 Sector**

- 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) Telecommunication
- B5) Hospitality
- B6) Healthcare
- B7) Infrastructure and construction services
- B8) Information technology
- 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 previous financial year (12 months)

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**(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 additional sheets.

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

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 either 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 revenues.

**2.4** The copies of Annual Reports (including Financial Statements and all Schedules) of the Company, for the financial years 2014-15 and 2015-16 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 ICAI's website) and all other enclosures should be e-mailed on the Institute's official e-mail id (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 14<sup>th</sup> National Awards for Excellence in Cost Management"** 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 application forms is **May 29, 2017**. Please note that hard copies of filled-in questionnaires along with enclosures should reach the Institute Address by the said cut-off date.

**2.7** Any queries relating to the Questionnaire/Cost Management Award 2016 may kindly be addressed to Mr. S.C.Gupta, Director. (Contact details: (O) +91-11-24666108, 24666100; Telefax:+91-11-24654703; Mobile: 09313375254 e-mail: pd.director@icmai.in)

**Section-I****14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****Note: Please fill cells shaded in blue. Please add rows, wherever required**

Details of the Company/Organization		Pls Fill here
1.1	Company Name:	
	Corporate Identification Number (CIN) if any:	
	Address for correspondence (Line 1) :	
	Line 2 :	
	State and Pin Code:	
1.2	<b>Chief Executive Officer</b>	
	Name:	
	Mobile/Telephone No :	
	E-mail Id	
1.3	<b>Chief Financial Officer</b>	
	Name:	
	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) Manufacturing Sector / Service Sector	
	(iii) In case of service sector, 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) Telecommunication	
	5) Hospitality	
	6) Healthcare	
	7) Infrastructure and construction services	
	8) Information technology	
	9) Consulting and others	
1.7	Total revenue from operations during 2015-16 (Rs. Crore) (net of duties)	
1.8	Gross investment in Plant and Machinery/ Equipment (Rs. Crore)	
1.9	Based on Points 1.7 (Revenue) and 1.8 (SME Criterion), if your company is eligible for participation in two categories, please indicate your preferred category	
1.10	Major Products of the Company, along with CETA code	
	Product 1	
	Product 2	
	Product 3	

**Section-II****14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****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, 2016	
	d)	Is the CEO/CFO/ Head of costing department a qualified cost accountant, then provide the membership number	
2.2	List the key cost drivers (such as raw materials, manpower, power & fuel 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)		
	vi)		
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 products/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 covers review of performance and actions taken?	
	vi)	Does the company have a Risk Management policy and/or hedging policy?	
	vii)	Does the company have a system for identification of slow and non-moving inventory items?	
	viii)	Is competitive bidding process for major purchases or works contracts being used?	
	ix)	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?	
	x)	Do all departments participate in the cost budgeting process?	
2.5	i)	Was the company covered under Section 148 of the Companies Act, 2013 for the financial year 2015-16? (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****14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****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 2015-16

iv) Please specify number of Audit Committee meetings held during 2015-16, where cost related issues were discussed


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 for reduction of waste/rejections/ spoilage/ inefficiencies/ energy consumption etc.

Initiative	Description
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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****14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****Productivity / Efficiency / Competitiveness Parameters**

	Unit	2013-14	2014-15	2015-16
<b>3.1 Capacity Utilisation</b> (in case of more than one product, provide details for three principal products of the company, in order of revenues)				
<b>A Product-1 (Specify the name)</b>				
i) Installed Capacity	Pl. specify			
ii) Capacity enhanced during the year, if any	Pl. specify			
iii) Normal Capacity# (in-house)	Pl. specify			
iv) Total Production	Pl. specify			
v) Capacity Utilisation	%			
vi) Revenue from operations (Net of duties and taxes) for the Product	Rs./Lakh			
<b>B Product-2 (Specify the name)</b>				
i) Installed Capacity	Pl. specify			
ii) Capacity enhanced during the year, if any	Pl. specify			
iii) Normal Capacity# (in-house)	Pl. specify			
iv) Total Production	Pl. specify			
v) Capacity Utilisation	%			
vi) Revenue from operations (Net of duties and taxes) for the Product	Rs./Lakh			
<b>C Product-3 (Specify the name)</b>				
i) Installed Capacity	Pl. specify			
ii) Capacity enhanced during the year, if any	Pl. specify			
iii) Normal Capacity# (in-house)	Pl. specify			
iv) Total Production	Pl. specify			
v) Capacity Utilisation	%			
vi) Revenue from operations (Net of duties and taxes) for the Product	Rs./Lakh			
<b>D Give details of capacity addition over the last three years, for each of the products mentioned above (including the month and the year in which the additional capacity was operationalised)</b>				
<b>E Give reasons for under-utilisation of capacity, separately for all the products if any, e.g. Unforeseen break-down, Shortage of raw materials, Shortage of labour, Power failure, Strikes and lockouts, Power shortage, or any other reason.</b>				

# Definition of 'Normal Capacity' as per Cost Accounting Standard 2 issued by "The Institute of Cost Accountants of India" : Normal Capacity is the production achieved or achievable on an average over a period or season under normal circumstances taking into account the loss of capacity resulting from planned maintenance. Normal capacity is practical capacity minus the loss of productive capacity due to external factors.

**Section-III****14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****Productivity / Efficiency / Competitiveness Parameters****3.2 Input -Output Analysis (for maximum of 3 major inputs)**

	Unit	2013-14	2014-15	2015-16
<b>A Input 1 (Name the Input)</b>				
i) Value of Input 1 consumed	Rs/Lakh			
ii) Quantity consumed per unit of output	Pl. specify			
iii) Standard/industry norms of input-output (yield %), if any	Pl. specify			
<b>B Input 2 (Name the Input)</b>				
i) Value of Input 2 consumed	Rs/Lakh			
ii) Quantity consumed per unit of output	Pl. specify			
iii) Standard/industry norms of input-output (yield %), if any	Pl. specify			
<b>C i) Input 3 (Name the Input)</b>				
ii) Value of Input 3 consumed	Rs/Lakh			
iii) Quantity consumed per unit of output	Pl. specify			
Standard/industry norms of input-output (yield %), if any	Pl. specify			
<b>D</b>	Give reasons for increase or decrease in Input-Output (yield %), separately for all the products			


**3.3 Manpower Productivity**

	Unit	2013-14	2014-15	2015-16
<b>A</b>	Total Manpower employed	Nos.		
<b>B i)</b>	Mention the Manpower productivity indicator used in your industry. For example, tonnes produced per employee, no. of cars produced per employee, etc. In case of multiple products, provide manpower productivity indicators for those products for which information has been furnished in para 3.1			
	<b>Product-1 (Specify the name)</b>			
	Manpower productivity indicator	Pl. specify unit		
<b>ii)</b>	Manpower productivity indicator	Nos.		
	<b>Product-2 (Specify the name)</b>			
	Manpower productivity indicator	Pl. specify unit		
<b>iii)</b>	Manpower productivity indicator	Nos.		
	<b>Product-3 (Specify the name)</b>			
	Manpower productivity indicator	Pl. specify unit		
	Manpower productivity indicator	Nos.		
<b>C</b>	Give major reasons for increase / decrease in Manpower productivity, if any			
<b>D</b>	How many man-days of training in Cost Management programmes was imparted to employees?	Nos.		
<b>E</b>	How many employees were recognised for achieving cost reduction/improved productivity?	Nos.		

**Section-III****14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****Productivity / Efficiency / Competitiveness Parameters**

3.4 Energy Efficiency and Conservation		Unit	2013-14	2014-15	2015-16
A	Power Generated From Nonrenewable Resources	KWH			
B	Power Generated from Renewable Resources	KWH			
C	Power Purchased	KWH			
D	Total Power Units (A+B+C)	KWH			
E	Total Power consumed	KWH			
F	Energy consumed per unit of Power Generated (Kcal - Kilo Calories based on gross calorific value of fuel consumed)	Kcal/KWH			
G i) Mention the Energy Efficiency indicators used in your industry. For example, Power consumed/tonnes produced, Power consumed/no. of cars produced, kcal of energy used/tonnes produced, etc.					
<b>Product-1 (Specify the name)</b>					
	Energy efficiency indicator	Pl. specify unit			
ii)	Energy efficiency indicator	Nos.			
<b>Product-2 (Specify the name)</b>					
	Energy efficiency indicator	Pl. specify unit			
iii)	Energy efficiency indicator	Nos.			
<b>Product-3 (Specify the name)</b>					
	Energy efficiency indicator	Pl. specify unit			
	Energy efficiency indicator	Nos.			
H Give major reasons for increase / decrease in Energy Efficiency.					



Section-IV**14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****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	Unit	2013-14	2014-15	2015-16
		Quantity of waste gas emissions during the year (Air Pollution)	Cubic M			
		Quantity of waste water discharged during the year	Cubic M			
		Quantity of solid waste generated during the year	MT			
4.2	i)	Does the company have a policy on R&D Spending?(Yes/No)				
			Unit	2013-14	2014-15	2015-16
	ii)	Amount earmarked for R&D activities	Rs./Lakh			
	iii)	Amount actually utilized for R&D activities	Rs./Lakh			
4.3	i)	Does the company have a policy on CSR Spending?(Yes/No)				
			Unit	2015-16		
	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	%			
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.				
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					

Section-IV**14<sup>TH</sup> NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2016****Sustainability and Other Parameters**

- 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.
- 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 all statutory requirements in vogue, maintaining the proper documentation and is also 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 & 2014-15 )
- 2 Write-up for Para 4.6
- 3 Others (If any)\_\_\_\_\_