

13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT-2015

(Please read instructions 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 ICAI 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** Any queries relating to the Questionnaire/Cost Management Award 2015 may kindly be addressed to Mr. S.C.Gupta, Director. (Contact details: (O) +91-11-24666108, 24666100; Fax:+91-11-43583642; Mobile: 09313375254 e-mail: admin.gupta@icmai.in)

**1.6** Award Categories are as follows:

| <b>(A) Manufacturing Sector</b> | <b>(B) Service Sector</b>   | <b>(C) Mining Sector</b>    |
|---------------------------------|-----------------------------|-----------------------------|
| A1) Private Sector - Large      | B1) Private Sector - Large  | C1) Private Sector - Large  |
| A2) Private Sector - Medium     | B2) Private Sector - Medium | C2) Private Sector - Medium |
| A3) Private Sector - Small      | B3) Private Sector - Small  | C3) Public Sector - Large   |
| A4) Public Sector - Large       | B4) Public Sector - Large   | C4) Public Sector - Medium  |
| A5) Public Sector - Medium      | B5) Public Sector - Medium  |                             |
| A6) Public Sector - Small       | B6) Public Sector - Small   |                             |
| A7) SME*                        | B7) SME*                    |                             |

***Category Criteria:*****Turnover\*\* cut-off**

|        |                                  |
|--------|----------------------------------|
| Large  | > = Rs. 2,500 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

\*\* Turnover is defined as Total Income from Operations net of duties, for the previous financial year (12 months)

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**(Please read instructions 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 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 2013-14 and 2014-15 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 (ecma2015@icmai.in)

**OR**

Hard copy of the questionnaire duly filled-in and signed by the Authorised Officer of the Company, alongwith all the enclosures should be sent to Ms. Suman Ahlawat, Officer, The Institute of Cost Accountants of India, Delhi Office: ICAI Bhavan, 3, Institutional Area, Lodi Road, New Delhi-110003

**2.6** Cut-off date for receiving filled application forms is 31-Jan-16. Please note that hard copies of filled-in questionnaires along with enclosures should reach the Institute Address by the said cut-off date.

## Section-I

### **13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT**

**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):  |                      |
| Address for correspondence (Line 1) :   |                      |
| Line 2 :  |                      |
| State and Pin Code:   |                      |
| 1.2 <b>Chief Executive Officer</b>  |                      |
| Name:   |                      |
| Designation:  |                      |
| Mobile/Telephone No :   |                      |
| E-mail Id   |                      |
| 1.3 <b>Chief Financial Officer</b>  |                      |
| Name:   |                      |
| Designation   |                      |
| Mobile/Telephone No :   |                      |
| E-mail Id   |                      |
| Qualification:  |                      |
| 1.4 <b>Head of the Costing Department</b>   |                      |
| Name:   |                      |
| Designation   |                      |
| Mobile/Telephone No :   |                      |
| E-mail Id   |                      |
| Qualification:  |                      |
| 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/Mining Sector  |                      |
| 1.7 Total income from operations during 2014-15 (Rs. Crore)<br>(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 activities of the company:   |                      |
| Activity 1  |                      |
| Activity 2  |                      |
| Activity 3  |                      |

## Section-II

### 13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT

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

|     |  |                           |
|-----|--|---------------------------|
| 2.1 | a) Total number of full time employees*  |                           |
|     | b) Total number of qualified Cost/Finance professionals (CMA,CA, MBA-Finance) engaged*   |                           |
|     | c) Number of qualified Cost Accountants* (out of b above)<br>*as on March 31, 2015   |                           |
| 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 policy / manual?   |                           |
|     | ii) Does the company's accounting system enable proper collection, allocation, absorption and determination of costs?  |                           |
|     | iii) Does the company have costing module in their ERP system?   |                           |
|     | iv) Is the cost/profitability of various products/activities regularly measured and also form part of regular MIS of the company?  |                           |
|     | v) Are the areas of cost reduction & cost control normally identified?   |                           |
|     | vi) Does the company have a system of budgeting & variance analysis on periodical  |                           |
|     | vii) Does scope of internal audit covers review of performance and actions taken?  |                           |
|     | viii) Does the company have a Risk Management policy duly approved by the Board of Directors?  |                           |
|     | ix) Does the company have a system for identification of slow and non-moving inventory items?  |                           |
|     | x) Is competitive bidding process for major purchases or works contracts being used?   |                           |
|     | xi) 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? |                           |
|     | xii) Does the company encourage employees / workers to come up with cost improvement suggestions?  |                           |
|     | xiii) Do all departments participate in the cost budgeting process?  |                           |
|     | xiv) Do all departments participate in setting up of cost management targets?  |                           |
|     | xv) Does the company have any incentive scheme for employees achieving cost reduction/improved productivity?   |                           |

## **13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT**

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**Section-III**  
**13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT**  
**Productivity / Efficiency / Competitiveness Parameters**

**3.1 Capacity Utilisation**

| Unit | 2012-13 | 2013-14 | 2014-15 |
|------|---------|---------|---------|
|------|---------|---------|---------|

*(in case of more than one activity provide details for three principal activities of the company, in order of Sales value)*

**A Activity 1 (Specify the name)**

- i) Installed Capacity
- ii) Capacity enhanced during the year, if any
- iii) Normal Capacity# (in-house)
- iv) Total Production
- v) Capacity Utilisation
- vi) Revenue from operations (Net of duties and taxes) for the Product

Pl. specify  
Pl. specify  
Pl. specify  
Pl. specify  
%  
Rs./Lakh

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**B Activity 2 (Specify the name)**

- i) Installed Capacity
- ii) Capacity enhanced during the year, if any
- iii) Normal Capacity# (in-house)
- iv) Total Production
- v) Capacity Utilisation
- vi) Revenue from operations (Net of duties and taxes) for the Product

Pl. specify  
Pl. specify  
Pl. specify  
Pl. specify  
%  
Rs./Lakh

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**C Activity 3 (Specify the name)**

- i) Installed Capacity
- ii) Capacity enhanced during the year, if any
- iii) Normal Capacity# (in-house)
- iv) Total Production
- v) Capacity Utilisation
- vi) Revenue from operations (Net of duties and taxes) for the Product

Pl. specify  
Pl. specify  
Pl. specify  
Pl. specify  
%  
Rs./Lakh

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- D** Give details of capacity addition over the last three years, for each of the activities mentioned above (including the month and the year in which the additional capacity was operationalised)

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- E** Give reasons for under-utilisation of capacity, separately for all the activities 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.

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# 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**  
**13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT**  
**Productivity / Efficiency / Competitiveness Parameters**

|            |   | 2012-13 | 2013-14 | 2014-15 |
|------------|---|---------|---------|---------|
| <b>3.2</b> | <b>Manpower Productivity</b>  |         |         |         |
| A          | Total Manpower employed Nos.  |         |         |         |
| B          | Mention the Manpower productivity indicator used in your industry. For example, tonnes produced per employee, no. of cars produced per employee, etc.<br>In case of multiple products, provide manpower productivity indicators for those products for which information has been furnished in para 3.1 |         |         |         |
| i)         | <b>Activity-1 (Specify the name)</b>  |         |         |         |
|            | Manpower Productivity indicator Pl. specify unit  |         |         |         |
|            | Manpower Productivity indicator Nos.  |         |         |         |
| ii)        | <b>Activity-2 (Specify the name)</b>  |         |         |         |
|            | Manpower Productivity indicator Pl. specify unit  |         |         |         |
|            | Manpower Productivity indicator Nos.  |         |         |         |
| iii)       | <b>Activity-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.   |         |         |         |
| <b>3.3</b> | <b>Energy Efficiency and Conservation</b>   |         |         |         |
| A          | Diesel Consumed Ltr.  |         |         |         |
| B          | Power Consumed KWH  |         |         |         |
| C          | Explosive Consumed kg.  |         |         |         |
| D          | Diesel Consumed per cubic meter of output   |         |         |         |
| i)         | Diesel Consumed per cubic meter of output Product-1/Activity-1 Ltr.   |         |         |         |
| ii)        | Diesel Consumed per cubic meter of output Product-2/Activity-2 Ltr.   |         |         |         |
| iii)       | Diesel Consumed per cubic meter of output Product-3/Activity-3 Ltr.   |         |         |         |
| E          | Power Consumed per cubic meter of output  |         |         |         |
| i)         | Power Consumed per cubic meter of output Product-1/Activity-1 KWH   |         |         |         |
| ii)        | Power Consumed per cubic meter of output Product-2/Activity-2 KWH   |         |         |         |
| iii)       | Power Consumed per cubic meter of output Product-3/Activity-3 KWH   |         |         |         |
| F          | Explosive Consumed per cubic meter of output  |         |         |         |
| i)         | Explosive Consumed per cubic meter of output Product-1 /Activity-1 kg   |         |         |         |
| ii)        | Explosive Consumed per cubic meter of output Product-2 /Activity-2 kg   |         |         |         |
| iii)       | Explosive Consumed per cubic meter of output Product-3 /Activity-3 kg   |         |         |         |
| G          | Give major reasons for increase / decrease efficiency in consumption of Diesel, Power, Explosive :  |         |         |         |
|            |   |         |         |         |
|            |   |         |         |         |
|            |   |         |         |         |

**Section-IV**  
**13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT**  
**Other Parameters**

|     |  |                |                |
|-----|--|----------------|----------------|
| 4.1 | 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>2014-15</b> |
|     |  | %              |                |
| 4.2 | i) Does the company have a policy on R&D Spending? (Yes/ No)   |                |                |
|     | ii) Amount earmarked for R&D activities  | <b>Unit</b>    | <b>2012-13</b> |
|     | iii) Amount actually utilized for R&D activities   | <b>2013-14</b> | <b>2014-15</b> |
|     |  | Rs./Lakh       |                |
|     |  | Rs./Lakh       |                |
| 4.3 | Amount spent on litigation   | Rs./Lakh       |                |
| 4.4 | 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           | <b>Unit</b>    | <b>2012-13</b> |
|     | Quantity of waste Gas emissions during the year  | <b>2013-14</b> | <b>2014-15</b> |
|     | Quantity of waste water discharged during the year   | Cubic M        |                |
|     | Quantity of solid waste generated during the year  | Cubic M        |                |
|     |  | MT             |                |
| 4.5 | 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.                                |                |                |
|     |  |                |                |
|     |  |                |                |
| 4.6 | 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  |                |                |
|     | Integrated costing   |                |                |
|     | Other cost management practices, if any  |                |                |



**Section-IV**  
**13TH NATIONAL AWARD FOR EXCELLENCE IN COST MANAGEMENT**

**Other Parameters**

- 4.7 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.

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- 4.8 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).

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

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

**Name:**

**Designation:**

**Telephone/Mobile No:**

**Date:**

**Enclosures:**

- 1 Annual Reports (2014-15 & 2013-14 )
- 2 Write-up for Para 4.7
- 3 Others (If any)\_\_\_\_\_

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