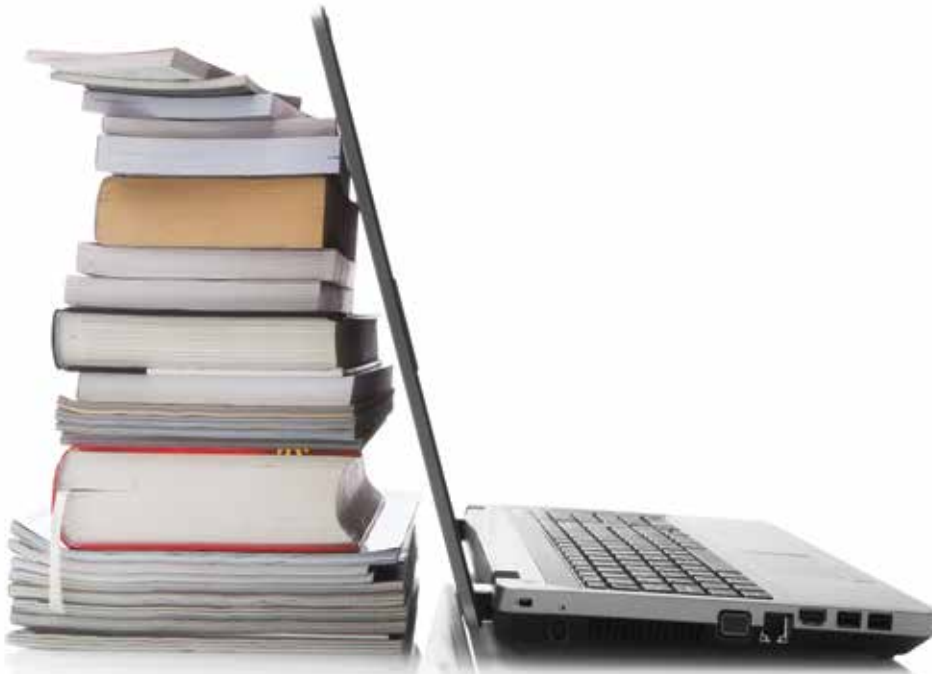


the MANAGEMENT ACCOUNTANT

THE JOURNAL FOR CMAs

APRIL 2014 VOL 49 NO. 4 ₹100



COST MANAGEMENT IN EDUCATION SECTOR

FINANCIAL & COST MANAGEMENT OF UNIVERSITIES IN THE INFORMATION AGE

HIGHER EDUCATION IN INDIA: ISSUES RELATING TO EXPANSION,
EQUITY AND EXCELLENCE

COST MANAGEMENT IN THE PUBLIC AND PRIVATE EDUCATION SECTORS



The Institute of Cost Accountants of India
(Statutory body under an Act of Parliament)

www.icmai.in

SUBSCRIBE TO

theMANAGEMENT ACCOUNTANT

THE JOURNAL FOR CMAs

ISSN 0972-3528



THE JOURNAL FOR CMAs THAT

- helps students in their reference work
- has researched inputs on practical issues for academicians and professionals
- has inputs from industry people for the view from the ground
- has a global outlook with special emphasis on India
- has sections on the latest updates and research
- is attractively designed, easy to subscribe and reasonably priced
- has rigorous backend support to handle queries



The Institute of Cost Accountants of India, a statutory body set up under an Act of Parliament in 1959, has been publishing its pioneering journal, *The Management Accountant* for 49 years. The journal is aimed at the needs of Cost and Management Accountants (CMA) and provides information, analyses and research on global and national developments. The wide circulation and inputs from academicians, researchers and industry stalwarts have been the reasons for the success of the journal.

HOW TO SUBSCRIBE

- Subscription rate is ₹100 per issue. However, we have a discounted annual rate of ₹1000
- Registered students of the Institute can subscribe @₹300 per annum
- Please pay the amount by way of draft favouring 'The Institute of Cost Accountants of India' payable in Kolkata
- Please send the draft with the application form, stating the full delivery address as well the name and contact details of the person concerned

TO SUBSCRIBE, PLEASE CONTACT

The Editor

Directorate of Research, Innovation and Journal
The Institute of Cost Accountants of India
CMA Bhawan, 4th Floor, 84 Harish Mukherjee Road,
Kolkata - 700 025 India
Phone: +91-33-2454-0086 / 0087 / 0184
Fax: +91-33-2454-0063
Email: journal@icmai.in; Website: www.icmai.in

FORMAT OF APPLICATION FORM FOR SUBSCRIPTION

The Editor
Directorate of Research, Innovation & Journal
The Institute of Cost Accountants of India
CMA Bhawan, 4th Floor,
84 Harish Mukherjee Road, Kolkata 700 025, India
Board: +91-33- 2454 0086 / 87 / 0184
Tel-Fax: +91-33- 2454 0063

NMJ no.

Regd. no.
(for students of the
Institute)

Dear Sir,

I/We would like to subscribe to *The Management Accountant* from
..... (month) (year) to
..... (month) (year)

I/We enclose a Demand Draft No. dated
for ₹ [Rupees.....] in favour of 'The
Institute of Cost Accountants of India' payable at Kolkata. Please post the magazine to:

Name: Mr/Ms/Dr:

Designation Organization

Address:

Landmark (Near/Adjacent/Opp.):

City: State: PIN.....

Tel Off: Res

Fax: Mobile

E-mail

Date: Signature of the Subscriber

NOTE 1: Revised subscription rates has been implemented w.e.f. January 2014

NOTE 2: Please fill in the subscription form in BLOCK letters.

NOTE 3: Old subscribers must fill in the SUBSCRIBER NO., i.e. NMJ at the top of the form.

NOTE 4: Maximum period of subscription is ONE YEAR

NOTE 5: Cash payments are not accepted

Please allow 4-6 weeks for the delivery of your copy after we receive your payment



PRESIDENT

CMA Suresh Chandra Mohanty
president@icmai.in

VICE PRESIDENT

CMA Dr A S Durga Prasad
vicepresident@icmai.in

COUNCIL MEMBERS

CMA Amit Anand Apte, CMA Aruna Vilas Soman, CMA D L S Sreshti, CMA Hari Krishan Goel, CMA M Gopalakrishnan, CMA Manas Kumar Thakur, CMA Dr P V S Jagan Mohan Rao, CMA Pramodkumar Viithaldasji Bhattad, CMA Rakesh Singh, CMA Sanjay Gupta, CMA Dr Sanjiban Bandyopadhyaya, CMA S R Bhargave, CMA T C A Srinivasa Prasad

GOVERNMENT NOMINEES

Suresh Pal, Nandana Munshi, Ashish Kumar, G. Sreeksumar, K. Govindaraj

Secretary (Acting)

CMA Kaushik Banerjee
secy@icmai.in

Senior Director (Studies)

CMA R N Pal
studies.rnpal@icmai.in

Director (Administration & Internal Control)

CMA Arnab Chakraborty
secretariat.arnab@icmai.in

Director (Professional Development)

CMA J K Budhiraja
pd.budhiraja@icmai.in

Director (Examinations)

CMA Amitava Das
exam.amitava@icmai.in

Director (CAT), (Training & Placement)

CMA L Gurumurthy
cat.gurumurthy@icmai.in

Director (Finance)

CMA S R Saha
finance.saha@icmai.in

Director (Administration-Delhi Office & Public Relations)

CMA S C Gupta
admin.gupta@icmai.in

Director (Research & Journal)

CMA Dr Debaprosanna Nandy
rnj.dpnandy@icmai.in

Director (Advanced Studies)

CMA Dr P S S Murthy
advstudies.murthy@icmai.in

Director (CPD & PR)

CMA A S Bagchi
cpd.bagchi@icmai.in

Director (Technical)

CMA Dr S K Gupta
dirtechnical.delhi@icmai.in

Director (Discipline) and Joint Director (Membership)

CMA Rajendra Bose
membership.rb@icmai.in

Editorial Office

CMA Bhawan, 4th Floor, 84, Harish Mukherjee Road, Kolkata-700 025
Tel: +91 33 2454-0086/0087/0184
Fax: +91 33 2454-0063

Headquarters

CMA Bhawan, 12, Sunder Street
Kolkata 700 016
Tel: +91 33 2252-1031/34/35
Fax: +91 33 2252-7993/1026

Delhi Office

CMA Bhawan, 3, Institutional Area
Lodi Road, New Delhi-110003
Tel: +91 11 24622156, 24618645
Fax: +91 11 4358-3642

WEBSITE

www.icmai.in

The Institute of Cost Accountants of India

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA (erstwhile

The Institute of Cost and Works Accountants of India) was first established in 1944 as a registered company under the Companies Act with the objects of promoting, regulating and developing the profession of Cost Accountancy.

On 28 May 1959, the Institute was established by a special Act of Parliament, namely, the Cost and Works Accountants Act 1959 as a statutory professional body for the regulation of the profession of cost and management accountancy.

It has since been continuously contributing to the growth of the industrial and economic climate of the country.

The Institute of Cost Accountants of India is the only recognised statutory professional organisation and licensing body in India specialising exclusively in Cost and Management Accountancy.

MISSION STATEMENT

The CMA 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.

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.

IDEALS THE INSTITUTE STANDS FOR

- to develop the Cost and Management Accountancy profession
- to develop the body of members and properly equip them for functions
- to ensure sound professional ethics
- to keep abreast of new developments

Behind every successful business decision, there is always a CMA



APRIL 2014 VOL 49 NO. 4 ₹100

The Management Accountant, official organ of The Institute of Cost Accountants of India, established in 1944 (founder member of IFAC, SAFA and CAPA)

EDITOR

CMA Dr. Debaprosanna Nandy
editor@icmai.in

PRINTER & PUBLISHER

CMA S C Mohanty
President, *The Institute of Cost Accountants of India*
12 Sudder Street
Kolkata 700 016
and printed at
Hooghly Printing Co Ltd
(a Government of India Enterprise)

EDITORIAL OFFICE

CMA Bhawan, 4th Floor, 84, Harish Mukherjee Road, Kolkata-700 025
Tel: +91 33 2454-0086/0087/0184
Fax: +91 33 2454-0063

The Institute of Cost Accountants of India is the owner of all the written and visual contents in this journal. Permission is necessary to re-use any content and graphics for any purpose.

DISCLAIMER

The views expressed by the authors are personal and do not necessarily represent the views of the Institute and therefore should not be attributed to it.

April 2014

Inside

COVER STORY



16 | FINANCIAL & COST MANAGEMENT OF UNIVERSITIES IN THE INFORMATION AGE

28 **INTERVIEW**
'Regulatory and learning environments behind those of advanced countries'

31 **INTERVIEW**
'Infrastructure not up to expectations'

6	From the Editor's desk
7	President's communiqué
11	ICAI-CMA snapshots
13	Letters to the Editor
14	Economy Updates
97	MDP 2014-15
101	Institute News
110	Membership List

COVER STORY

34	Higher education in India: Issues relating to expansion, equity and excellence
44	INTERVIEW 'Collegial system gives the best governance'
50	INTERVIEW 'Effective education needs teacher-student interaction'
62	Opportunities for CMAs in Fee Fixation
73	Balanced Scorecard: A Tool for Performance Measurement in Higher Education institutions
79	Round Table Discussion on 'Strategic Cost Management in education sector'

42	INTERVIEW 'Cost Management vital to any sector, including education'
----	--



46	Cost Management in the Public and Private Education Sectors
----	---

52	An Insight into the cost of quality in Higher Education
----	---

68	Classification and Analysis of Costs in Higher Education
----	--

76	Cost and inability of Middle-Income Groups to pay: A Case of Business Management education
----	--

CONTEMPORARY ISSUE

91	Indian Textiles and Clothing Industry in the Post-MFA World: A Stronger Tiger with fewer Nails
----	--

TAXATION

81	The Reluctant Gift: The newly notified refund of Cenvat Credit in Reverse Service Tax
----	---

86	Corporate Fraud and the new Company Law
----	---

88	Tax Titbits
----	-------------

The Management Accountant technical data

Periodicity: Monthly

Language: English

Overall Size: - 26.5cm x 19.5cm

Screens: up to 130

Subscription

Inland: ₹1,000 p.a. or ₹100 for a single copy

Overseas: US\$150 for airmail or US\$100 for surface mail

Concessional subscription rates for registered students of the Institute: ₹300 p.a. or ₹30 for a single copy

Advertisement rates per insertion

	₹	US\$
Back Cover	50,000	2,500
Inside Cover	35,000	2,000
Ordy. Full Page	20,000	1,500
Ordy. Half Page	12,000	1,250
Ordy. Qtr. Page	7,500	750

The Institute reserves the right to refuse any matter of advertisement detrimental to the interests of the Institute. The decision of the Editor in this regard will be final. For any query, mail to journal.advt@icmai.in

FROM THE EDITOR'S DESK

Greetings!

Education is an important means of modernization and acting as a vehicle for sustained economic development. In India the education market is generally regarded as the only market towards which Indians are not price-sensitive because it has helped them to reach their present standard of living and promises better earnings and prospects for their children. Education has long been receiving the major wallet share of the Indian middle class.

The Indian education sector has been recognized as a booming sector for investment in the recent past as there is a huge demand for upgradation of education since India is expected to have a surplus of 47 million people in the working age group by 2020. Higher education sector offers one of the most attractive and highly complex markets for the private/foreign players. Though there are some regulatory hurdles but still it is an attractive sector for an overseas education provider. The Planning Commission in its approach paper to 12th Five Year Plan had suggested that the current “not-for-profit” approach in the education sector should be re-examined in a pragmatic manner so as to ensure quality without losing focus on equity.

The dominance of state subsidies is an outstanding feature of most education systems. Education, including higher education, is heavily subsidized by the state. Even in those cases, where education is not publicly provided, it is subsidized by the state. Now the question may arise whether the education subsidy should be provided to all. Generally subsidy is provided to secure the right to education for those people who are financially weak.

Effective Performance Management systems in higher education depends on the attitude of the policy makers and the institute itself. Performance Management leads to improvement in performance of education system. A higher education institution is required to pay attention to the multiple stakeholders. These stakeholders are students, faculties, staff members, alumni, parents, government, community etc.

Basic parameters for performance evaluation of Higher Education

- Location of the Institute

- Governing body (govt/semi govt/private/autonomous body)
- No. of branches (specialization in UG and PG)
- Provision for studying interdisciplinary courses
- Physical infrastructure including classrooms, labs, seminar hall, auditorium, play ground
- Library facilities
- E-learning facilities
- Faculty quality
- Quality of students
- Administration
- Professional growth opportunities
- Scope for Entertainment
- Living expenses (food and lodging in hostels)
- Extent of medical facility
- Student evaluation system
- Faculty evaluation system
- Fee structure
- Training and Placement
- Research and Development work done by the faculties
- Entry standards
- Teaching assessments
- Faculty-Student ratio
- Faculty spending
- Student results
- Grant and donation received
- Alumni association
- Industry-Institute linkage

CMAA can play an important role in performance evaluation, allocation and distribution of resources and funds, regulatory aspects and governance, obtaining cost efficiency and optimum utilization of resources, etc. of educational institutes as well as the whole system.

This issue presents a good number of articles and interviews by distinguished experts and authors on the ‘Cost Management in Education Sector’, the cover story theme of this issue. The new section, ‘Letters to the Editor’ that started a few issues ago, continues. We look forward to constructive feedback from our readers on the articles and overall development of the journal under this section. Please send your mails at editor@icmai.in. We thank all the contributors to this important issue and hope our readers enjoy the articles.

CMA PROFESSIONALS CAN SUPPORT GOVERNMENT INITIATIVES AIMED AT SUSTAINED AND INCLUSIVE GROWTH



CMA Suresh Chandra Mohanty
President, The Institute of Cost Accountants of India

Take up one idea. Make that one idea your life – think of it, dream of it, live on that idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success. – Swami Vivekananda

My dear professional colleagues,

The Indian economy is aspiring to migrate from the current status to the top end position of the global competitive index. The landscape of business is changing rapidly. People are now demanding better education, health services, infrastructure, quality goods and services at affordable prices and inclusive growth. The companies must endeavor optimum balancing of the interests of different stakeholder groups while creating value for the society.

Professional support by CMAs

The Government is playing a key role in stepping up the pace of economic development of the country envisaging spending of huge amount of money on various social and economically desirable scheme and programs to ensure inclusive growth with equity. Government spending acts as a catalyst for strengthening economic and social support system in the country. Various schemes have been launched by the Government with substantial budgetary support for achieving the objective of inclusive growth. There is, however an imperative need for developing an appropriate and effective Government expenditure monitoring system so as to ensure that the expenditure is being incurred as per plan and is

leading to the desired outcomes. There is a need to carry out studies for standardizing operational and cost structures across different schemes for ensuring delivery of quality products and services at affordable prices to the people of the country.

CMA professionals can support government initiatives aimed at sustained and inclusive growth through developing an appropriate monitoring mechanism based on the tenets of performance management wherein expenditure is mapped against the desired and actual outcomes for evaluating the effectiveness and efficiency of a particular scheme or service. Cost Management would help the government in areas relating to Transfer Pricing, Predatory Pricing, Fixation of margin of dumping for the purpose of levy of Anti-Dumping duty, Free Trade Agreement, Consumer Protection, Revival of Sick Companies, Corporate Governance, Tariff Commission in making technical evaluation based on Studies of Cost Structure and proper Credit Appraisal by the Banks to help reducing NPAs etc.

I am happy to share with you that the Institute is currently conducting Cost Research Studies for Indian Railways, Ports, Health Sector, Education Sector, Power Sector, Coal Sector, Banking and Financial Sector and other important sectors of the economy to support the policy initiatives of the Government. The Institute is taking steps to closely work with the concerned departments of the Government to achieve the desired objectives and is approaching the Government departments and concerned Ministries to share its vision and extend Professional Support for partnering with them for a better and economically stronger India. The Institute is also approaching IBA for issuance of advisory to Banks and Financial Institutions to engage CMA professionals for Risk Based Internal Audit and Concurrent Audit of Banks and support to SMEs financed by Banks and in other areas.

Compendium on Cost Competitive Practices in India

I am happy to announce that the Cost and Management Accounting Committee has come out with two Compendiums on Cost Competitive Practices in India and Performance Enablers for MSMEs – Performance, Productivity and Profitability as a proof of the professional support capabilities of the profession. The first publication consists of practical case studies almost around 90 companies and the second around 20 small industries. This is a landmark achievement in showcasing the practical aspects of a robust cost and management accounting concepts propagated by the Institute. I compliment the CMA Committee headed by CMA M. Gopalakrishnan, Past President and Central Council Member

backed by the Technical Directorate Extension Centre at Chennai for doing a remarkable job. I am looking forward to have more such contemporary publications from the Committee in the near future.

Internal Audit of CPSEs, SPSEs and other Bodies

I had the opportunity to meet Ms. Usha Sankar, IAAS, Deputy CAG and Chairperson, Audit Board with the representation and urged the need that the CAG of India should introduce a system for maintaining a panel of Practicing Cost Accountants / Firms of Cost Accountants for appointment as Internal Auditors by CPSEs, SPSEs, other Bodies & Central/State Government Departments. A similar representation was also submitted to the Secretary, Department of Public Enterprises suggesting that in order to facilitate appointment of Internal Auditor by PSEs, a list of Practicing Cost Accountants might be hosted on the website of DPE. This can help PSEs to consider Cost Accountants for appointment as Internal Auditors. The communication has been sent to all departments of Central Government, CPSEs, and State DPEs etc to empanel and utilize the expertise services of Cost Accountants for Internal Audit as envisaged under the Companies Act, 2013.

Annual Seminar of Dhanbad Sindri Chapter

I attended the Annual Seminar of Dhanbad Sindri Chapter on the theme An Introspection into the Central Excise Act on 23rd March 2014 at Dhanbad and addressed the participants.

National Seminar of Fakir Mohan University

I had the opportunity to attend the valedictory session of the National Seminar of Fakir Mohan University at Balasore on 24th March 2014 and addressed the delegates on the theme of the seminar on Management Practices and Sustainable Development.

National Students Convocation of the Institute

The Institute is organizing its 3rd National Students Convocation – 2014 at Kolkata on April 8, 2014. Hon'ble Governor of West Bengal has very kindly consented to inaugurate the function at Science City Auditorium, Kolkata as Chief Guest. Padma Bhushan CMA (Dr.) M.B. Athreya has agreed to be the Guest of Honor in the function. It is expected that around 750 students of the Institute from across the Country will be attending this event.

Seminar on Tax Reform and CMA

I take this opportunity to inform that one day seminar on tax reforms and CMA's is planned on 7th April, 2014 at Kolkata under the Chairmanship of Dr Partha Sarathi shome, Advisor to the Hon'ble Finance Minister.

Workshops for the Officers of the various Central Excise Zone

In the path of continuous journey for dissemination of knowledge by the experienced members in pursuit of professional excellence, the Institute has been organizing training programs / workshops for various Government departments including Central Board of Excise & Customs. The Institute has approached the Central Ex-

cise Zones across the Country to organize workshop covering the technical sessions on Scrutiny of Books of Accounts, Analysis of Returns with Financial records, Relevance of Cost Records in Central Excise and Techniques to identify Revenue Leakage. I am happy to inform you that Institute has started receiving proposals to conduct such workshops for the officers of Central Excise and Customs from different Zones.

The Direct Tax Code, 2013

I am happy to inform that after several persuasions for long years by the Institute, the name of Cost Accountant have been included in the definition of Accountant in the Direct Tax Code, 2013 which intend to consolidate the law relating to Income Tax and Wealth Tax hosted for public comments. The Council places on record and expresses its gratitude to the Standing Committee and the Ministry of Finance to extend the opportunity through this recognition and allow the members of the profession to contribute to the growth of the Indian economy. I sincerely request you to give your comments/suggestions with justifications on the proposed DTC 2013 by 15th April, 2014 to facilitate compilation by the Direct Taxation Committee of the Institute and submission to the Government.

The institute is planning to organize CFO meet on the Foundation day on 19th May, 2014 at New Delhi where several publications are likely to be released. An International conference for the Directors/ CEOs has also been planned. The Southern India Regional Council of the Institute is organizing the Regional Cost Conference on 18th and 19th April, 2014 at Chennai.

I have the privilege to apprise about the activities / initiatives undertaken by the Departments/ Directorates of the Institute, Regional Councils and Chapters.

Advanced Studies

As mentioned in my previous communiqué, the Diploma Course in Information Systems Control and Audit will be starting from the Month of April 2014 with 24 participants. The Directorate has also announced one year Diploma Program in Business Valuation fixing last date at 14th April 2014. I request all of you to take advantage of this initiative and enroll to the course as the area of Valuation is emerging for the CMA's under the Companies Act, 2013. The Directorate is also finalizing the launch of Diploma Program in Internal Audit shortly.

Cost Accounting Standards Board

I am happy to share that the Exposure Draft of Cost Accounting Standard (CAS 22) on Manufacturing Cost has been hosted on the website of the Institute for public comments keeping in mind the land mark judgment of the Hon'ble Apex Court in the Fiat Case. I request all of you to send your comments for value addition to the draft.

CPD Activities

During the month, three webinars were organized on 'Companies Act 2013 - CSR Provisions', 'Companies Act 2013 - Responsibilities of Board of Directors' and 'Corporate Governance' and were well received by the large number of CMA's. The Continuing Professional Development Committee and Profes-

sional Development Committee jointly organized seminars on 'Companies Act-2013-Provisions relating to Roles, Duties and Responsibilities of Directors & CSR' and on 'Internal Audit & Stock Audit of Banks' at New Delhi with active participation of members. I am proud to inform that during the month our Regional Councils and Chapters actively organized many programs, seminars and discussions for the members on the topics of professional relevance such as on Directors and Auditors - Role and Challenges under Companies Act 2013, Private Equity-Funding & Documentation, Indirect Taxes, Insurance Sector: Scope for Cost Accountants, Employment Laws in The IT Sector; Myth and Reality, Audit in Insurance Sector, Housing Finance, Excise Valuation Rules, Business Valuation, An Interactive Discussion on VAT, Analysis of Interim Budget - 2014, Maximizing Returns from Capital Markets, Corporate Social Responsibility, Accounting Standards - 2 & 17 and so on. The chain seminars on Internal Audit and Companies Act 2013 are being planned at different locations for the benefit of the members and students of the Institute.

Examination

The Examination Directorate will be conducting second Foundation Examination on online mode on 6th April 2014. I wish all the examinees success and good luck. The Directorate is making preparations for the June 2014 term for Intermediate and Final examinations.

ICWAI MARF Programmes

The program on 'Cost Accounting, Cost Control and Effectiveness' was organized for Indian Air Force during 17-22 February, 2014. The program on 'Finance for Non-Finance Executives' was organized for the officers of 'Punjab State Power Corporation Limited (PSPCL)' during 24 February - 01 March, 2014 at Delhi/NCR. The Financial Accounting Program was organized for 'Indian Air Force Accounts Warrant Officers' during 24 February - 01 March, 2014. The program on 'Contract and Cost Management' was organized for Indian Navy during 03-14 March, 2014 at CMA Bhawan, New Delhi. The programme on Service Tax was organized at Srinagar.

International Affairs

I represented the Institute in the SAFA events held during 9th - 11th March 2014 at Karachi, Pakistan including SAFA Board Meeting, CFO Conference and various Committee meetings. I had the opportunity to visit the Institute of Cost and Management Accountants (ICMAP) and discuss various matters of regional importance and mutual cooperation. ICMAP will be hosting the next SAFA events at Islamabad, Pakistan during 2nd - 4th May 2014.

CMA Dr A.S. Durgaprasad, Vice President of the Institute attended the meeting of IFAC PAIB committee at New York held on 24th - 25th March 2014.

Membership

You are kindly aware that a Memorandum of Understanding (MOU) has been signed with the New India Assurance Company Ltd for the benefit of members and students of the Institute at the

55th National Cost Convention - 2014 at Bhubaneswar on 23rd-February 2014. The members of the members Benevolent Fund has been covered under the 'Group Personal Accident' (GPA) Insurance Policy with The New India Assurance Co. Ltd. **I sincerely urge the members of the Institute to become members of the Benevolent Fund and avail the benefits.**

The membership fee for FY 2013-14 became due on 1st April 2013 and the members who have not made payment of their membership fees within the stipulated time as per the Act, their names have been removed from the Register of Members.

Professional Development

I am pleased to inform that in order to guide the members of the Institute to conduct internal audit of various sectors, sector specific Internal Audit Guidance Notes are being brought by the Institute. The Guidance Notes on Internal Audit on Pharmaceutical Industry and on Stock Brokers & Depository Participants has been approved by the Council and issued shortly.

I request the members to offer their view/ comments/ suggestions in large numbers within stipulated time on exposure drafts of Guidance Notes on Internal Audit of Power Industry, Mining & Metallurgical Industry and Telecommunication Industry hosted in Institute's website.

Tax Research

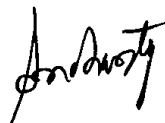
The Tax Research Department organized One Day Seminar on 'Excise Duty - Valuation Based on Cost Information' on 15th March 2014 at Hyderabad. Shri D.N. Panda, Judicial Member, CESTAT, Shri Rupesh Kumar, Advocate, Supreme Court and CMA Chiranjib Das, Joint Director & Head - Tax Research Department of the Institute were the resource persons in the technical sessions. The Department is planning to have workshops for the Officers of the department at each Zone and one day seminar on Indirect taxes for the members and students of the institute at different Regional Council and Chapters from April, 2014.

Training & Placements

I am happy to inform that a series of HR Meets in different parts of the country has been planned to ascertain the requirements and to meet the expectations of the stakeholders. The first HR Meet of this series was successfully held on 21st March 2014 at Hyderabad and the next meet is planned on 4th April 2014 at Mumbai. The take away from such meets will bring the Institute and the Industries closer to serve the students and the society in a better way.

I wish all-round prosperity and happiness to all the members and their family on the occasion of the New Year, Ram Navami, Mahavir Jayanti, Baishakhi, Bihu being celebrated in various parts of the country.

With warm regards,



(CMA Suresh Chandra Mohanty)
1st April 2014

the MANAGEMENT ACCOUNTANT

THE JOURNAL FOR CMAs

ISSN 0972-3528

PAPERS INVITED

Cover stories on the topics given below are invited for *The Management Accountant* for the four forthcoming months.



Issue months	Themes	Subtopics
May 2014	Price and Cost Competitiveness	<ul style="list-style-type: none"> • Global perspective • Strategic price setting • Relative price indicators and benchmarking • Competitive pricing • Turning cost cutting into cost competitiveness • Cost efficiency • Competitive cost reduction and sustainable growth • Cost competitive index • Case studies
June 2014	Ethics of Accountants	<ul style="list-style-type: none"> • Standards in Professional Conduct • Financial fraud prevention tools and procedures • Financial Literacy and Ethics • Accounting Scandals and Ethics • Corporate Governance and Professional Ethics • Competition and Ethics • Legitimate Conduct vs. Ethical Conduct • Code of Ethics for Professional Accountants
July 2014	Government Accounting and Role of CMAs	<ul style="list-style-type: none"> • Government Accounting Processes and System • Traditional methods Vs. Modern methods of government accounting. • Government accounting and financial reporting • Gap analysis of government accounting based on accounting standards • Ethical considerations in government accounting • The constitutional and financial responsibilities of principal government officers • Professional opportunities for Cost and Management Accountants in government accounting
August 2014	Cost Accounting Standards and its Economic implications	<ul style="list-style-type: none"> • Mandatory Cost Accounting Standards and CASB • CAS – a must for cost competitiveness • CAS in manufacturing, mining and service sector • Companies Act 2013 and CAS • Challenges in implementing CAS – case studies • Areas where new CASs can be formed / implemented

The above subtopics are only suggestive and hence the articles may not be limited to them only. Articles on the above topics are invited from readers and authors along with scanned copies of their recent passport-size photograph and scanned copy of declaration stating that the articles are their own original and have not been considered for publication anywhere else. Please send your articles by e-mail to editor@icmai.in by the 1st of the previous month.



Directorate of Research, Innovation & Journal

The Institute of Cost Accountants of India (Statutory body under an Act of Parliament)
 CMA Bhawan, 4th Floor, 84 Harish Mukherjee Road, Kolkata - 700 025, India
 Board: +91-33- 2454 0086 / 87 / 0184, Tel-Fax: +91-33- 2454 0063
www.icmai.in

ICAI-CMA SNAPSHOTS



1. CMA S C Mohanty, President in discussion with the officials of ICMAP during his visit to Institute of Cost and Management Accountants of Pakistan at Karachi on March 8, 2014
2. The Cuttack Jagatsinghpur and Kendrapara(CJK) Chapter was inaugurated on March 2, 2014. Present were Shri B. Mahatab, Hon'ble M.P and member of standing Committee on Finance, CMA S.C. Mohanty, President, CMA P. Mohanty, Past President, CMA Mihir Mohapatra, Chairman, CJK Chapter and other dignitaries at Cuttack
3. CMA S C Mohanty, President with the staffs and participants of MDP organized by ICWAI Management Accounting Research Foundation in February 2014 at Puri
4. Seminar on Corporate Laws Committee of the Institute

ICAI-CMA SNAPSHOTS



5



6



7

held on March 20, 2014 in association with Hyderabad Chapter, CMA Dr. P.V.S. Jagan Mohan Rao, Chairman of Corporate and Allied Laws Committee, CMA M Gopalakrishnan, Past President and Central Council Member, CMA Aruna Soman, Central Council Member, CMA Amit Anand Apte, Central Council Member, and CMA Manas Kumar Thakur, Central Council Member, CMA B L Kumar, Chairman of



8

Hyderabad chapter, and CMA Radha Krishna Komaragiri, Vice Chairman of the Chapter were present

5. CMA H. Padmanabhan, Vice Chairman of SIRC addressing the Region and Chapters' Meet (Southern Region). On the dais from (L to R): CMA P. Raju Iyer, Chairman SIRC, CMA Dr. A.S. Durga Prasad, Vice President, CMA S. C. Mohanty, President, CMA Ch. Venkateswarlu, Secretary SIRC, and CMA M. Gopalakrishnan, Past President and Central Council Member of the Institute

6. Hon'ble Shri Madhukar Jetley, Chief Advisor of Lucknow Metro Rail Corporation, Minister of U.P. Govt. as Chief Guest, Shri Navniet Sakera, DIG of UP Police Lucknow as Guest of Honour, Pankaj Gupta, Director General of Jaipuria Institute, and CMA Sanjay Gupta, Central Council Member at the 'CMA Youth Fest 2014' organized by Lucknow chapter on March 2, 2014

7. From (L – R): CMA M. Gopalakrishnan, Past President and Central Council Member, Shri K. Shanmugam, IAS, Principal Secretary to Govt. Finance Dept., Govt. of Tamil Nadu, CMA P. Raju Iyer, Chairman of SIRC, Swami Gowthamanandaji, Shri A. Pari, IPS, DIG of Police (Social Justice and Human Rights) and Shri K.V.S. Gopalakrishnan, IPS, former DGP, Chennai at the Oral Coaching Inaugural Session in Chennai

8. Shri B B Prasad, Chief Commissioner, Central Excise, Service Tax and Customs lighting the lamp at the five day seminar on Service Tax - ABC to proficiency organized by Hyderabad Chapter, between 21st to 30th March, 2014. Others seen in the photo are the Central Council Members and Regional Council Members of the Institute

LETTER TO THE EDITOR

Dear Sir,

The contents of the Management Accountant of March 2014 issue is glossy right from its front page. The quality of the articles, (1) "COSO ERM frame work...." (on P55) and (2) "Principles of Cost Minimisation" (on Page 51) are very good. The first article by CMA Dr. A. K. Bhattacharya is very lucid due to the ample examples he presented to elucidate his points. Please convey my appreciation to him.

Regards!

CMA S. Srinivasan



THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

(STATUTORY BODY UNDER AN ACT OF PARLIAMENT)

CLARIFICATION

Ref. No: BOS/01-12/13-14

Dated: Kolkata, 18th December, 2013

Clarification on applicability of Companies Act, 2013 for CMA Examinations

In continuation with the earlier clarification reference no. BOS/01-08/13-14, which was already hosted in the website on 26th August, 2013.

It is further clarified for general information that the provisions of "The Companies Act, 2013" shall not be applicable for the CMA Intermediate and Final Course Examinations for June, 2014 term of Examination.

Regarding applicability of the Companies Act, 2013, for/from December 2014 CMA Examination, necessary communication would be intimated in due course.

All concerned are hereby requested to make a proper and wide publicity to meet the concern of stakeholders on this stated subject.

This issues with an approval of the competent authority.

CMA Chiranjib Das
Secretary to the Board of Studies Committee

Attention Members

You are requested to please verify and update your journal mailing address through the online membership system and/or contact the membership department for correcting it. This would help you to receive the journals regularly. Please visit the Institute's website at www.icmai.in for details

Quality articles invited

We invite quality articles and case studies from members in the industry with relevance to Cost and Management Accountancy, Finance, Management, and Taxation for publication in the journal. Articles accompanied by colour photographs of the author can be sent to: editor@icmai.in

Obituary



The Institute and its members deeply mourn the demise of CMA Dilip Kumar Dutta a senior member of the Institute, who left for his heavenly abode on 31st January, 2014. He had been employed at IISCO-SAIL and thereafter ran his own practicing firm.

May God give the necessary courage and strength to the bereaved family members in this hour of grief.

May his soul rest in eternal peace.

Attention, please!

We are in the process of updating certain details relating to your membership profile. Requesting you to kindly spare your precious time to fill in the details in the prescribed proforma which is uploaded under 'Members' section on the Institute website www.icmai.in

The proforma, duly filled in, may be forwarded to membership.sanjoy@icmai.in

ECONOMY UPDATES

Central Excise

- CBEC seeks to notify procedures, safeguards, conditions and limitations for grant of refund of CENVAT Credit under rule 5B of CENVAT Credit Rules, 2004 vide Notification No.12/2014-CENT dated: 03-03-2014.
- Rule 12AAA of the CENVAT Credit Rules, 2004 - Power to impose restrictions in certain cases - As per Notification No. 15/2014 - Central Excise (N.T.) dated: 21st March, 2014 Central Government makes CENVAT Credit (Fifth Amendment) Rules, 2014 to amend CENVAT Credit Rules, 2004 in order to provide certain measures including restrictions on a manufacturer, first stage and second stage dealer or an exporter, may by notification in the Official Gazette, specify the nature of restrictions including restrictions on utilization of CENVAT credit and suspension of registration in case of a dealer and type of facilities to be withdrawn and procedure for issue of such order by the Chief Commissioner of Central Excise.

Explanation - For the purposes of this rule, it is hereby clarified that every proposal initiated in terms of the procedure specified under notification no. 05/2012-CE (N.T.) dated the 12th March, 2012 published in the Gazette of India, Part II, Section 3, Sub-section (i) vide number G.S.R. 140(E), dated the 12th March, 2012, which is pending, shall be treated as initiated in terms of the procedure specified under this rule and shall be decided accordingly.

- Rule 12CCC of the Central Excise Rules, 2002 - Power to impose restrictions in certain cases - As per Notification No 14/2014 - Central Excise (N.T.) dated: 21st March, 2014 Central Government makes Central Excise (Second Amendment) Rules, 2014 to amend Central Excise Rules, 2002 in order to provide for certain measures including restrictions on a manufacturer, first stage and second stage dealer or an exporter may, by notification in the Official Gazette, specify the nature of restrictions including suspension of registration in case of a dealer, types of facilities to be withdrawn and procedure for issue of such order by the Chief Commissioner of Central Excise.

Explanation - For the purposes of this rule, it is hereby clarified that every proposal initiated in terms of the procedure specified under notification no. 05/2012-CE (N.T.) dated the 12th March, 2012 published in the Gazette of India, Part II, Section 3, Sub-section (i) vide number G.S.R. 140(E), dated the 12th March, 2012, which is pending, shall be treated as initiated in terms of the procedure specified under this rule and shall be decided accordingly."

Customs

- Import of Gold by 'eligible passengers' in terms of Notification No. 12/2012- Cus dated 17.03.2012 (Sl. No 321) - Notification No 12/2012- Cus dated 17.03.2012 (Sl No 321) regarding import of gold by 'eligible passengers' which provides that the gold in the form of bars and ornaments are allowed to be imported by 'eligible passengers' upon payment of 10% customs duty. As per the specified condition no. 35 of the notification, the duty is to be paid in the foreign currency and total gold so imported should not exceed 1 kg.

Circular No: 06/2014-Customs dated: 6th March, 2014

- Tariff Value in respect of some of the imported goods - CBEC amends principal notification no. 36/2001-Customs (N.T.), dated the 3rd August, 2001 and was last amended vide Notification No. 14/2014-Customs (N.T.), dated the 28th February, 2014 fixes the tariff values specified in column (4) of the Table below, in respect of the imported goods of the description specified in the corresponding entry in column (3) of the said Table and falling under Chapter or heading or sub-heading No. of the First Schedule to the Customs Tariff Act, 1975 (51 of 1975). The principal notification was last amended vide *Notification No. 23 /2014-Customs (N. T.), dated: 14th March, 2014.*
- Levy of provisional anti-dumping duty on imports of 'Sodium Nitrate', originating in, or exported from, the European Union, the People's Republic of China, Ukraine and Korea RP, for a period of six months - *Notification No. 14/2014-Cus (ADD), dt. 19-03-2014.*
- Levy of definitive anti-dumping duty on imports of 'Red Phosphorous, excluding red

phosphorous used in electronic applications', originating in, or exported from, the People's Republic of China for a period of five years - *Notification No. 13/2014-Cus (ADD), dt. 19-03-2014.*

- Levy of definitive anti-dumping duty on imports of Meta Phenylene Diamine', originating in, or exported from, the People's Republic of China, for a period of five years vide *Notification 11/2014-Cus (ADD), dt. 11-03-2014.*
- Levy of definitive anti-dumping duty on imports of Acetone, originating in, or exported from, EU, South Africa, Singapore and USA for a further period of five years vide *Notification no. 10/2014-Cus (ADD), dt. 11-03-2014.*

SEBI

- SEBI prescribes a standard format for Auditors' Certificate required under Clause 24(i) of the Equity Listing Agreement vide Circular No. CIR/CFD/DIL/1/2014 March 25, 2014.

For details please visit: <http://www.sebi.gov.in/sebiweb/home/list/1/7/0/0/Circulars>

- Establishment of Connectivity with both depositories NSDL and CDSL - Companies eligible for shifting from Trade for Trade Settlement (TFTS) to Normal Rolling Settlement - At least 50% of other than promoter holdings as per clause 35 of Listing Agreement are in dematerialized mode before shifting the trading in the securities of the company from TFTS to normal Rolling Settlement. For this purpose, the listed companies shall obtain a certificate from its Registrar and Transfer Agent (RTA) and submit the same to the stock exchange/s. However, if

TABLE - 1

Sl. No.	Chapter/heading/sub heading/tariff item	Description of goods	Tariff value US\$ (per metric ton)
1	1511 10 00	Crude Palm Oil	966
2	1511 90 10	RBD Palm Oil	1023
3	1511 90 90	Others - Palm Oil	995
4	1511 10 00	Crude Palmolein	1030
5	1511 90 20	RBD Palmolein	1033
6	1511 90 90	Others - Palmolein	1032
7	1507 10 00	Crude Soyabean Oil	1002
8	7404 00 22	Brass Scrap (all grades)	3952
9	1207 91 00	Poppy seeds	3443

an issuer-company does not have a separate RTA, it may obtain a certificate in this regard from a practicing company Secretary/Chartered Accountant and submit the same to the stock exchange/s.

Source: Circular CIR/MRD/DP/09/2014 dated: March 11, 2014

- Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT) Obligations of Securities Market Intermediaries under the Prevention of Money Laundering Act, 2002 and Rules – Circular CIR/MIRSD/1/2014 dated: March 12, 2014.

Banking

- Alteration in the name of "Chinatrust Commercial Bank" to "CTBC Bank Co., Ltd." in the Second Schedule to the Reserve Bank of India Act, 1934 vide Circular No. - RBI/2013-14/508

Ref.DBOD.No.Ret.BC/99/12.07.107/2013-14 dated: Mar 03, 2014.

- Withdrawal of all old series of Banknotes issued prior to 2005 -It has been decided to extend the date for exchanging the pre-2005 banknotes to January 01, 2015 vide Circular No. RBI/2013-14/509, DCM (Plg) No.G-19/3880/10.27.00/2013-14 dated: Mar 03, 2014.
- Money Transfer Service Scheme – 'Direct to Account' facility - To facilitate receipt of foreign inward remittances directly into bank account of the beneficiary, it has been decided to allow foreign inward remittances received under MTSS to be transferred to the KYC compliant beneficiary bank account through electronic mode, such as NEFT, IMPS etc. vide Circular No. 110,RBI/2013-14/511, A.P. (DIR Series) dated: March 04, 2014.
- Rupee Drawing Arrangement - Increase in trade related remittance limit - On a review of the Permitted Transactions under the Rupee Drawing Arrangements (RDAs), it has been decided to increase the limit of trade transactions from the existing Rs 2, 00,000/- (Rupees Two Lakh only) per transaction to Rs 5, 00,000/- (Rupees Five Lakh only) per transaction vide Circular No. 111 RBI/2013-14/516, A. P. (DIR Series) dated: March 13, 2014.
- Public Provident Fund Scheme, 1968 (PPF Scheme, 1968) and Senior Citizens Savings Scheme, 2004 (SCSS, 2004) - Revision of interest rates - The Government of India has now vide their Office Memorandum (OM) No. 6-1/2011-NS.II dated 4th March 2014, advised the rate of interest on various small savings schemes for the financial year 2014-15. Accordingly, the rates of interest on

TABLE – 2

Sl. No.	Chapter/ heading/ sub-heading/tariff item	Description of goods	Tariff value US\$ (per metric ton)
1	71 or 98	Gold, in any form, in respect of which the benefit of entries at serial number 321 and 323 of the Notification No. 12/2012-Customs dated 17.03.2012 is availed.	445 per 10 grams
2	71 or 98	Silver, in any form, in respect of which the benefit of entries at serial number 322 and 324 of the Notification No. 12/2012-Customs dated 17.03.2012 is availed.	694 per kilogram

TABLE – 3

Sl. No.	Chapter/heading/ sub- heading/ tariff item	Description of goods	Tariff value (US\$ per metric ton)
1	080280	Areca nuts	1872

PPF, 1968 and SCSS, 2004 for the financial year 2014-15, effective from April 01, 2014, on the basis of the interest compounding/ payment built-in in the schemes, will be as shown in Table 4.

Indian Economy News

- RBI chief says haven't moved to targeting inflation: Reserve Bank of India Governor Raghuram Rajan said that the central bank has not yet moved to an inflation target, and was still exploring the suggestions on the subject drafted by a panel with the government. Source: Reuters, dated: 21 Mar 2014
- Economy performs better than forecast before election: India's flagging economy delivered rare good news on Wednesday with a slight expansion of industrial production and further cooling in consumer prices, offering some respite to the ruling coalition before next month's general election. Source: Reuters, dated: 13 Mar 2014
- Forex reserves edge higher to \$294.36 billion as of Feb 28 - RBI - India's foreign exchange reserves raised to \$294.36 billion as of February 28 from \$293.41 billion in the week earlier, the Reserve Bank of India said on 07 Mar 2014. Changes in foreign currency

assets, expressed in dollar terms, include the effect of appreciation or depreciation of other currencies held in its reserves, the RBI said in its weekly statistical supplement. Foreign exchange reserves include India's Reserve Tranche position in the International Monetary Fund (IMF)

Source: Reuters, dated: 07 Mar 2014

- State banks' face bad loans as biggest challenge: Chidambaram - State-run banks face rising bad loans as their biggest challenge, expected to be slightly higher by March-end from a year earlier, Finance Minister P. Chidambaram said on 5th March, 2014 as the economic slowdown hits the state-controlled banking sector. Rising bad loans, especially among state-run banks, have become a key concern for lenders. A state-run lender, United Bank of India (UBOI.NS), recently saw a huge surge in its non-performing loans, triggering worries over its capital needs.

Source: Reuters, dated: Mar 5, 2014

(For further details on these issues, please visit the Institute's website: www.icmai.in for the complete CMA E-Bulletin, April 2014, Vol 2, No. 4, in the 'Research and Publications' section.)

TABLE – 4

Scheme	Rate of Interest w.e.f. 01.04.2013	Rate of Interest w.e.f. 01.04.2014
5 Year SCSS, 2004	9.2% p.a.	9.2% p.a.
PPF, 1968	8.7% p.a.	8.7% p.a.

FINANCIAL & COST MANAGEMENT OF UNIVERSITIES IN THE INFORMATION AGE

The landscape is changing. The wakeup call is ringing to restructure the survival strategy in this 'perform or perish rat race' of the market-driven, borderless Academic Globalisation





CMA Dr. Atri Bhowmik
Finance Officer, West Bengal
University of Technology,
Kolkata

Higher education happens to be the pivot element of the national development as it promotes production and dissemination of knowledge. In this rapidly changing and extremely complex borderless global environment contribution of higher education is undisputed towards ensuring equity, justice, solidarity and liberty. As a signatory to the WTO Agreement, India is now committed to work within the framework of GATS which means the Indian Higher Education scenario is now exposed to unequal competition with transnational educational providers. An uneven race has already been started to grab the market share of this billion dollar education industry. The result of this trade in service sector, higher education has become service rather than means of human resource development where students are being treated as customer. To cope with the paradigm shifts in increased autonomy, competition, increased consciousness for quality and withdrawal of public expenditure in higher education, the financial control system of the university system has gained tremendous importance. In this survival of the fittest competition of the global village, finance has become the life blood that determines lifeline of the organization.

It is strongly felt that the landscape is changing. The wakeup call is ringing to restructure the survival strategy in this 'perform or perish rat race' of the market driven borderless Academic Globalisation. The transformations are required at every layer from managerial and cultural stand points to operational level when finance is found to be the limiting factor. Here comes the impor-

tance of the CMAs who can help the universities to deal with these changing phases positively by evaluating the strategic cost options of every corner.

Shifts in financial governance propelled by globalisation

The traditional Accountings System following Generally Accepted Accounting Principles (GAAP) projects financial results which often cannot be accepted as reliable tools of decision making particularly when the situation is extremely complex. Being the major contributor to the socio economic development of the country, the university should adopt the techniques of efficient Financial Management System which are being practices by every prudent, efficient and value creating units of the economy.

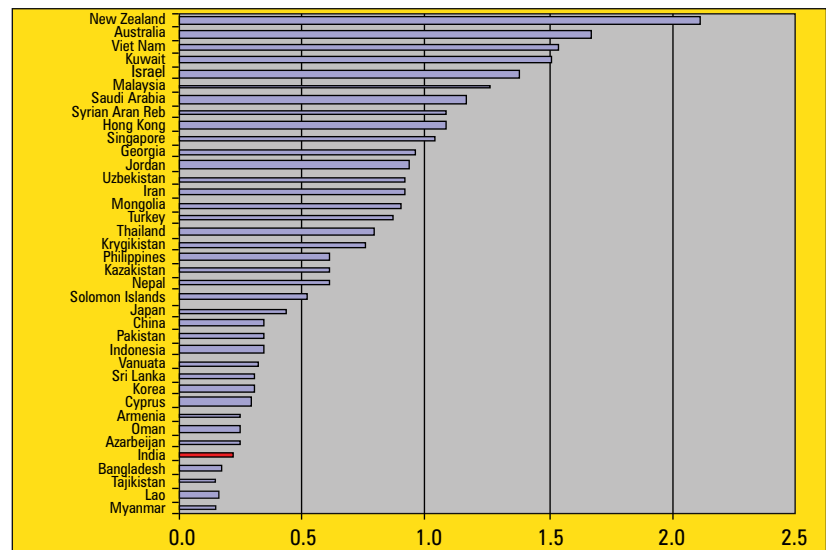
The main function of the financial management is to ensure liquidity to fund the requirements of the changes. But with inflation on the one hand and a resource crunch on the other, the financial administrators has a tough time getting stuck in between deficit budget and lot of mouths to feed with. This study intends to explore the op-

timization Financial Control System particularly the applied areas of the strategic cost management in the university system to make it an efficient player of this global village. An efficient Financial Control System helps to identify and integrate the fundamental elements of the strategic costs and ensures that scarce resources are being utilized to create sustainable values in potential areas. In the same process the resources used for low value areas can be located and redeployed to optimize the returns.

In the context of the reform in the higher education sector scenario, the financial governance of the university system has witnessed some significant shifts like supplementation of public revenues with non-governmental revenue, reform of public sector financing and sea change of the universities and other institutions of higher learning etc.

Supplementation of public revenues with non-governmental revenue is found when the burden of higher education cost is shifted from general taxpayer to the parents and students. The measures through this

Share of Public Expenditure on Higher Education in GNP (%) in Asia



Source: UNESCO and World Bank

supplementation are done are by full or substantial recovery of cost by increasing tuition fees, introduction of grants and loan schemes, encouragement of private support/initiative in higher education, encouragement of university-industry partnership, invitation of endowment fund for generating operating income/scholarship fund. The situation clearly has resulted into reduction of public expenditure on higher education. It is clearly visible in the following diagram that so far as the public expenditure on higher education with respect to GNP is concerned, India's position is insignificant and just above countries like Bangladesh, Tajikistan, Lao and Myanmar.

Organisational structure of the Finance Department

It is very much important to ensure the efficient decision making process in the financial governance as the universities are already given financial autonomy to fix up the policies for effective allocation and utilization of fund.

According to observation made by V. C. Kulandai Swami, 'Finance no doubt has been and is a constraint but that has not been the main impediment. The real weakness of the higher education system in India today is the weakness of its management. If there is one single aspect of higher education that deserves and warrants immediate attention, it is the management of university education. The behavioural aspect of the financial management consists of the constant motivation of the finance department staff and training programme.

The financial governance of the university lies in the authorities and responsibilities of the officers mentioned the Act, Statute and Ordinances of the university. The Executive Council performs the pivotal role in financial decision making process. The Finance Committee which

is one of the statutory bodies of the university recommends and advises the Executive Council regarding financial matters like resource generation, optimal utilization of university fund, financial autonomy of the departments, enhancement of efficiency and standard of the financial administration etc.

Importance of Cost Analysis in the university system

Like any organisation, the university may have to directly pay if costs are ignored, particularly when resource is a limiting factor and there is competition everywhere. Cost Analysis in the university system aims at introduction of a set of techniques by the educational evaluators and administrators for evaluation and decision making purposes. It furnishes information relating to production of best given level of best education at least cost. The examination of the costs and the related effects or the benefits helps to take right decision at right point of time.

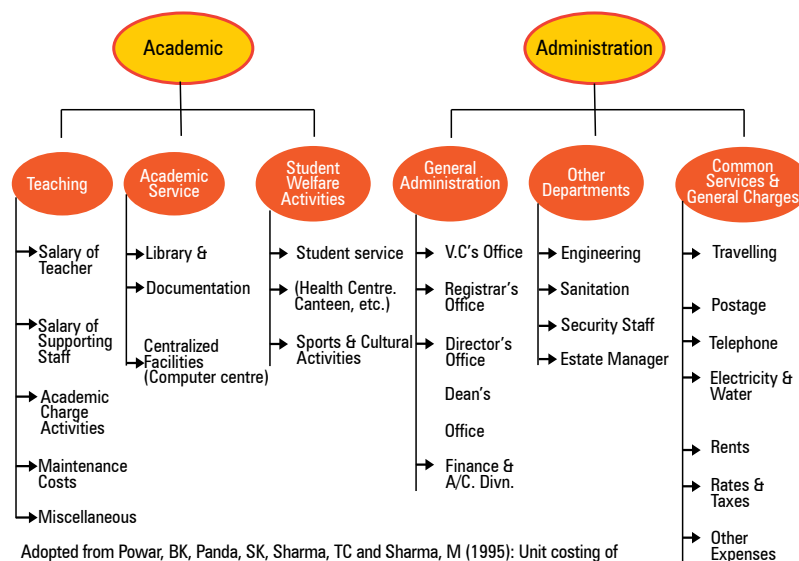
The applied Cost Analyses Approaches which are commonly used are, Cost-Effectiveness Analysis, Cost-Benefit Analysis, Cost-Utility Analysis and Cost-Feasibility Analysis.

Cost Effectiveness Analysis is defined as the technique of evaluating the alternative options available taking into consideration the related costs as well as their effects with respect to attain certain objective. When costs are related with measures of effectiveness and all alternatives are evaluated in accordance with their costs and their contribution to avail the same effectiveness criterion, we attain the ingredients for CE Analysis (Introduction to Cost Analysis; Henry M Levin, NIEPA). While making allocation of resources, the most acceptable alternative will be those which assume least cost amongst the homogenous alternatives.

Cost Benefit Analysis is the evaluation of the alternative solutions available in accordance with the comparison of their costs and benefits measured in

In a generalised form the cost centres of the university can be seen in the following projection

Figure 2 : Components of Total Costs in Higher Educational Institutions



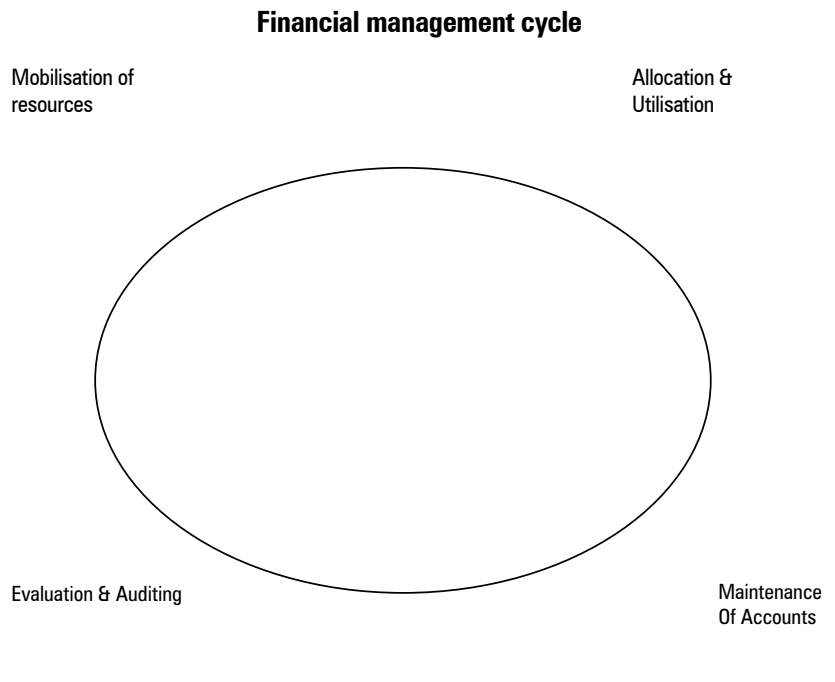
Adopted from Powar, BK, Panda, SK, Sharma, TC and Sharma, M (1995): Unit costing of Higher Education: Concepts and Methodology; Policies of Higher Education; Association of Indian Universities, p-95)

terms of money. The best educational alternative that results maximum difference between the benefits and costs is selected on the basis of Cost-Benefit Ratio. The main disadvantage of CB Ratio is the difficulty in quantifying the results in terms of monetary values on all costs and results of all educational alternatives.

Cost Utility Analysis is the method of evaluating alternatives according to their respective costs and estimated utilities of their outcome. It allows the quantitative as well as qualitative data to be evaluated while taking a specific decision. The advantage of the CU Analysis is that the data requirements of this analysis are less rigid hence the number of alternative outcomes have large representations.

In higher education it is very difficult to allocate overhead expenditure to different cost centres effectively. Again to quantify all the benefits in monetary terms are not an easy job to do. Hence quantitative data should be recorded as much as possible to help analysing costs to help to take right decision at the right point of time. Cost relating to teaching non-teaching staff, educational infrastructure, repairs & maintenance, library, laboratory and other units should be separately shown so that budgetary control system can be made effective. It will also enhance the path to attain economies of scale in education by having additional enrolment, which will bring down fixed overhead expenditure and will reduce the average cost of education. The cost analysis will also help to protect institution's finance against trend and improper use.

It is also very important to calculate the unit cost per student which is considered as an ideal mechanism for allotment of fund. The Association of Indian Universities has worked out the method to determine the unit cost of the students and circulated it to the universities. Both the Punnayya Committee (1991) and the Pylee Commit-



tee (1997) constituted by the University Grants Commission have observed that the unit cost method is the appropriate method of distribution of non-plan grants.

The unit cost per student can be ascertained in the following way

$$IC = AC + ADC/N$$

Where AC= Academic Cost, ADC= Administrative cost, IC= Institutional Cost, N= Total number of enrolled student

Total academic cost is evaluated in the following way

$$AC = TC + ASC + SWAC/N$$

Where AC= Academic Cost Per Student, TC= Teachers Cost, ASC= Academic Service Cost, SWAC= Student Welfare Activity Cost, N= Total Enrolled Student.

Total Administrative Cost can be measured in the following way

$$ADC = GAC + ODC + CSC/N$$

Where GAC= General Administrative Cost, ODC= Other Departmental Cost, CSC= Common Service &

General Charges Cost, N= total Students.

Techniques of financial control mechanism

The entire activities of the financial management can be categorized into four phases which altogether can be termed as Financial Management Cycle. The stages involved are mobilization of resources, allocation of resources, maintenance of accounts and auditing.

Mobilisation of resources

It is the primary duty of the financial management to ensure the supply for finance for the activities of the university. The main source of income of the university is the Govt. Subsidy. The university also has got lot of internal sources like fees from the students, consultancy, endowments, industry- institute partnership programme, interest on investment etc. The detail of the sources of finance has been dis-

cussed in chapter 5 of the thesis.

Allocation and utilization of resources

This consists of the budget function of the university system. The efficiency of the financial management is reflected in the distribution and utilization part. Allotment of scarce resources amongst all heads establishing priority mechanism is a real tough job to do. This part also involves responsibility accounting to ensure optimal allocation of resources. There are different methods of funding or allocation of funds which have been discussed in other chapters of the research work.

In the utilization part of the financial control segment is the application of the budgetary control system. While utilizing public money it should be always kept in mind that one rupee saved means one rupee earned. Comparing actual with the budget applying variance analysis is an important segment of this function.

Maintenance of accounts

Accounts are the language of the business. Just like the necessity of a common language in a multilingual nation, a uniform university accounting system should be enforced to ensure transparency and efficiency of the system. It is found that in most of the universities in India there is no existence of the Finance Rules and accounts are being maintained either in single or in hybrid (mixture of single and double entry system) which makes the entire system very much complex and unhealthy. The Accounting Rules and procedure followed in different universities are not at all identical. The harmonization of accounting system is also required for inter-university comparison which is extremely needed for identifying the weakness and improving the effectiveness. Segment reporting in Higher Education Industry may be made mandatory in order to make the disclosures of the Institutes more

transparent and useful to the end users of the information.

Evaluation and auditing

Internal Audit can be defined as the constant appraisal of the different activities for promoting operational efficiency and reviewing financial, accounting and other operational aspects of the business and concerning the same with the valuation of business assets, verification of business transactions and the appraisal of procedure (An Insight into Auditing: A Multidimensional Approach; Prof. Dr. B K Basu)

The main objective of the Internal Audit is protection of the university, verification of the transactions and making constructive appraisal.

The universities are also required to go through the Statutory Audit as per requirements of the university Act.

The tools and techniques of Financial and Cost Management

- a> Budgetary Control System
- b> Ratio Analysis
- c> Introduction of Performance Indicators
- d> SWOT Analysis
- e> Responsibility Accounting
- f> Application of activity Based Costing
- g> Total Quality Management
- h> Zero Based Budgeting
- i> Outsourcing Non-Core Activities of the university
- j> Application of Strategic Cost Management
- k> Establishment of Effective Internal Control System in the Financial Governance
- l> Establishment of e-Governance in the university management
- m> Establishment of Effective Financial Rules and Procedures
- n> Establishment of effective Risk and Insurance Management Schemes

Budgetary Control System

Budget can be defined as the quanti-

tative statement prepared for a particular period of time for the purpose of attaining a given objective. The total expenditure and income of the university are generally grouped in to two categories of Plan Income & Expenditure and Non-Plan Income and Expenditure

The Budgetary Control System is one of the most powerful instruments to control costs in the hands of the CMAs. It is defined as establishment of budgets and the continuous comparison of actual with the budgeted results and it aims at planning, coordination and control of the financial activities of the university (Financial Policy and Management Accounting; Prof. Bhabatosh Banerjee).

Steps of Budgetary Control System are Establishment of Budgets, Measurement of actual performance, Comparison with budgeted and actual results and Variance Analysis.

Ratio analysis

Ratio Analysis is an important technique of measuring performances of different segments or a specific function of the university system. It is absolutely necessary to regroup the data in order to analyse them in order extract particular information for decision making purposes.

Ratio can be defined as the expression relation to one number to another or one variable to another variable. It serves as the early warning system by unearthing inherent financial deficiencies of the university which requires further management action. The same ratio analysis compared over several accounting periods of the same or identical organizations highlights the areas of improvements of deterioration. It is most important because survival of any organization depends on the liquidity position.

Limitations of ratio analysis

There are lots of issues in the univer-

sity which cannot be quantified such as leadership, goodwill, social support etc. As there is no unique standard found in education industry, the extent of consistency of the construction of the ratio should be very carefully studied. There are some unique conventions and concepts which the university ritually follows influenced by the local issues which cannot be generalised by any way.

Performance indicators

Performance Indicators are a range of statistical indicators which signifies productive measure showing how the university is performing. The PIs provide reliable information on the nature and performance of the university, allows comparison between individual institutions, helps to benchmark the performances and contribute to the public accountability of the universities. The PIs help to identify the weakness of the departments and the overall university system thus directly or indirectly increases effectiveness of the organization in terms of taking rectification measures.

While setting PIs for the institutions of higher education, it is very important to understand the missions or the objectives of the institution. PIs can be of immense help to understand how successfully the university is attaining its mission. The main aspects of the institutes of higher education which the PIs are expected to depict are quantitative dimensions of main inputs, outputs, the relationship between the inputs and outputs, quality of the university activities and processes of the university activities which are subject to managerial decisions (Financial Management in Higher Education—Issues & Approaches—G.L. Williams and Sanyal—NIEPA).

Performance Indicators can be broadly classified into three categories
 I Input Indicators
 II Output Indicators
 III Process Indicators

Whatever may be the nature of the indicator, it has to satisfy the criterion of relevance, reliability, accuracy, ready availability, timeliness, tamperproof and validity.

Criticisms of the performance indicators

The performance indicators basically project the performance of the institutions in terms of qualitative judgment. Unlike the commercial organizations where the quantitative assessments are of immense importance, the higher education basically deals with qualitative aspects and hence the PIs cannot indicate the total picture of the universities.

It is also argued that the most of the PIs are of having absolute meaning. Unless they are compared with the same type of indicators or same indicators at different point of time, the interpretation cannot be done. Again without going through any implicit comparison, it is also very difficult to arrive at any conclusion regarding performance of the institutions.

Strength, Weakness, Opportunity, Threat Analysis

Strength, Weakness, Opportunities and Threat Analysis is one of the most important devices of strategic management. It unearths the basic weakness and threat existing within the system which helps to develop the preventive measures. The analysis of strength and opportunities also help to take aggressive decisions which are essential particular in a borderless competitive academic world.

Strengths

Excellent band of teachers, officers and non-teaching employees, Demand for education, Tremendous development of Information Technology System and its applicability to the university system, World Wide Support, strong public support, development of strength to reform itself stimulat-

ing internal dynamic to make room for changes in the environment, strong student-management relationship, goodwill for providing internationally accepted quality education

Weakness

The considerable increased fee structure, lack of world wide legal enforceable measure, financial crunch, lack of uniform code of conduct, non-existence of academic audit, absence of equity and access, gradual withdrawal of Govt. support, lack of initiative to compete with foreign educational providers, lack of training for academic administrators and non-teaching employees,

Opportunities

Switchover from chalk and blackboard based class room to IT based education system, open global market for exporting education, availability of resource persons from all over the world, availability of soft educational loan for students.

Threats

Ethno-nationalistic, political and religious unrest in the country, increasing participation of foreign and private educational providers, Up gradation cost of Information Technology which is perishable commodity, threat of virus attach on networking facilities, misdirected trade union activities.

Responsibility accounting

Responsibility accounting can be defined as an underlying concept of accounting performance measurement systems. The basic concept of the RA is to decentralize the activities of the organization into manageable parts which are termed as segments or responsibility centers. The Responsibility Centers are of four categories:

- 1) revenue centers
- 2) cost centers
- 3) profit centers
- 4) investment centers

The controllability and uncontrollability of the responsibility accounting is very much important. A person can only be held responsible for that performance that he or she can control. This controllability concept enables to extend responsibility reports where each layer of management is held responsible for all subordinate management layers.

The basic aim of the introduction of the RA in the university system are to improve the resource allocation process for the different organizing Units of the university and to extend the managerial autonomy by inducing each Faculty and/or Department to take decisions about resources.

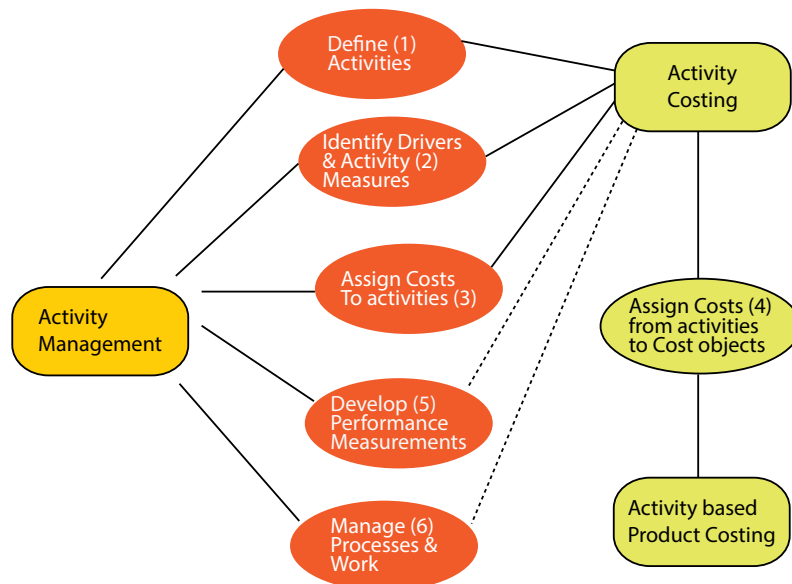
Application of Activity Based Costing & Activity Based Management

ABC aims at to assign costs from the identified resource centers to the various activities performed at the process level and allocate cost of each activity and its contribution to the final cost objects at the output level. Cost management is now one of the main concerns of all universities in India which is facing acute financial crunch. ABC happens to be the origin of the ABM.

According to Chandra & Pattanayek (efficiency of ABM Model in HE Institutions in India; The Alternative, Oct 07-Sept 08) the Activity Based Management has got the following stages:

- (1) Isolating all the major processes and activities of an Institution.
- (2) Determining the activity cost and activity performance
- (3) Determining the output and output measure Efficacy of Activity Based Management Model.
- (4) Measuring the contribution of activity cost to the various cost objects like, courses and students.
- (5) Appraising the efficiency and effectiveness of activity, Activity Based Costing (ABC) & process analysis provide a basic platform upon which ABM performs.

Operational View of the ABM Model



Adopted from James, MR (2000): Management Accounting: Concepts, Techniques and Controversial Issues, Chapter 8; accessed at <http://maav.info/chapter8.htm>, p-5

A study by Granof in 2000 on “Using Activity Based Costing to manage more effectively” identified the major differences between ABC and Traditional costing on the important Dimensions.

Activity Based Management system is consisting of different levels of activities such as specifying activities, identification of drivers and activity measures, assignment of costs to activities, development of performance measurements, management of process and work etc. The flow or movement amongst the activities projected in the following diagram:

Total Quality Management

Total Quality is a description of culture, attitude and organization. Total Quality Management is the continuous journey of improving quality of services provided by the university system which helps the university to put the necessary resources in place. The academic globalisation has made

every stake holder of the university very much rational and quality conscious. In order to be efficient players in this boundary-less academic world, the universities had to adopt a series of managerial techniques of the Business World to manage the paradigm shifts of this changing socio-economic and cultural scenario. Total Quality Management happens to be one of such philosophical strategies that have been adopted to sustain the competitive advantages by continuous quality improvements of the university system. However there are some generic differences in the perceptions of the universities and the Industries.

TQM happens to be the generic management philosophy which integrates all organisational functions, creates necessary management structure, develops strategies, and designs mechanisms to adopt the requirements of changes and ends with assignment of resources. In universities, TQM embraces all sectors from curriculum, ex-

The Areas of Perceptions of difference between the University and Industry

Characteristics	University	Industry
Values	Altruistic, Scientific	Business, Commercial
Activity	Generation and dissemination of knowledge and ideas	Application of knowledge for economic gain
Objective	Excellence in academic	Customer satisfaction, Profit
Role	Academic philosophy requires keeping up with theory and applications	Corporate philosophy involves continual improvement and greater efficiencies through new products and services, new design and manufacturing processes, innovations, software development.
Motivation for Learning	Knowledge for its own sake; continuous learning to Upgrade knowledge	Need-based; learning as necessary
Horizon	Long-term	Short-term
Output	Academic degree, publications patents	Cost-effective quality product and processes
Openness	Keen to publish results expeditiously	Keen to keep know-how proprietary
Attitude	'Holier than thou'	'Out here in the real world'
Process of HRD	Education: open-ended process leading to the development of involves inputs in cognitive and effective domains.	Training: specific goal is to impart technical skills; involves input in the psychomotor domain

Source: Natarajan R (2000), "University-Industry Cooperation, Collaboration and Partnership", presented at the Presidents of World Prestigious Universities Forum on the theme: "Higher Education and Development of High-tech in the 21st Century—University and Enterprises", Beijing, China

amination, research and developmental activities, ensuring adequate human and physical facilities to optimal resource allocation and industry – institute partnership

As a description of culture, attitude and organisation of the University that strives to provides the stakeholders the best of the industry, the TQM thus becomes the true mirror of University governance while ensuring continuous process of improvement through honesty, shared vision, coordination patience and commitment.

Zero-Based Budgeting

The traditional historical-cost based budget may be replaced by Zero Based Budgeting system to reorient scarce resources in the most productive ways. In traditional incremental budget which is based on historical cost, departmental heads justify only increases over the previous year budget. But in case of zero-based budgeting system, money is allocated to the departments

based on merit and not based on the previous year budget plus or minus some percentage such as in many traditional budgeting systems. Zero-based budgeting calls for justification of each budget request in complete detail by each division manager starting from the zero-base. The zero-base is indifferent to whether the total budget is increasing or decreasing.

Advantages of Zero Based Budgeting

- The ZBB focuses on a comprehensive analysis of objectives and needs of the university departments.
- Planning and budgeting are coupled into a single process.
- The departmental heads have to evaluate the cost effectiveness of their departments in detail which helps to detect tendency of inflating departmental budget.
- Efficient allocation of resources, as it is based on needs and benefits which enhances cost awareness amongst the university departments.

- ZBB helps to enhance staff motivation amongst the departmental heads and the staffs as it allows them to be part of the decision-making process.
- It enhances communication and coordination within the university system, eliminates unproductive and obsolete operations and locates opportunities for outsourcing.
- ZBB directly influences university departments to identify their mission and their relationship to overall goals of the university.

Criticisms and drawbacks of Zero Based Budgeting:

- The entire process of ZBB calls for huge amount of paper work
- It is very difficult to define decision units and decision packages in the university system properly and it is found to be time-consuming and exhaustive.
- It requires justification for every detail related to expenditure which is very difficult to arrange as the university teaching and research activities is involved with basically qualitative objectives.
- Zero-based budgeting must be clearly understood by the head of the departments of the university to be successfully implemented. Hence a proper training programme is required before implementing ZBB in university system.
- It is a necessity of the ZBB to ensure honesty, integrity of the heads of the academic and administrative departments otherwise any kind of exaggeration may skew the results.

Outsourcing on Non-Core Activities

Outsourcing can be defined as the situation where someone outside the payroll of the university get full or part of a specific job done against agreed payment. Outsourcing of non-core activities of the university is considered as an effective tool of strategic cost

surgery that not only reduces cost and long-term liabilities but also increases efficiency of the system by recruiting professionals from the industry.

The non-core activities of the universities like security services, canteen, transportation services, reprographic facilities cleaning and sanitation, student's hostel/mess, maintenance services, health services can easily be outsourced from professional agencies.

The main benefits of the outsourcing can be viewed from the achievements with respect to Core Business Focus, Quality of services, Flexibility and Cost Reduction.

The tactical outsourcing of the non-core activities not only helps to reduce operating costs but also keeps the administrative costs under control by employing latest technology, tools and achieving economies of scale.

Application of Strategic Cost Management

Strategic Cost Management is defined as the overall recognition of the importance of cost relationships amongst the activities of the university's value chain and the process of managing the relationships to enhance strategic sustainable advantages. In university system it can help to reduce the unproductive costs through value chain analysis, strategic planning and cost driver analysis.

Understanding SCM

SCM can be defined as the process which develops sustainable competitive advantage for the organization through sophisticated understanding of the cost structure. It provides analytical framework that contributes meaningful information to the decision making strategy and recognizes cost relationships amongst value chain of the organization and manages those relationships for generating competitive advantage of the organization.

The SCM Techniques in the University system can be categorised into

four broad areas.

- Cost Consciousness, Cost savings, & Redeployment of Resources.
- Educational Service Improvements.
- Technological Developments.
- Administrative Re-engineering or Workforce Management

Prospective strategies relating to Cost Consciousness, Cost Savings and Redeployment of Resources in the university system

- One rupee saved means one rupee earned
- Cost tracking and strategic Cost Surgery
- Effective Legal affair management system
- Efficient centralised purchasing system
- Outsourcing of non-core activities
- Effective energy management system
- Centralised utility sharing facilities.

Technological Development Strategies

- Making best use of Information & Communication Technology (ICT)
- Development of Interactive effective Website
- Utilizing electronic communication system
- Library automation including Bar-coding system

Strategies for Administrative Reengineering of Workforce

- Introduction of effective workforce management system
- Training of university employees
- Re-deployment of workforce from inefficient to potential areas
- Adoption of Social Security Measures to motivate employees
- The work flow diagram has to be prepared in order to avoid repetition of same job.

Education Service Improvement Strategies

- Introduction of distance education mode/outreach Centers

- Automation of University Library
- Gradual phasing out of obsolete subjects to reduce overhead cost
- Introduction of good practices specified by apex academic bodies
- Introduction of e-governance system in the university to enhance maximum interface with the stake holders

Difficulties of application of SCM in university system

As it deals with behavioural issues relating to university employees, the basically rigid attitude may invite serious objections from every corner. The university Accounting System generally follows single entry or hybrid system of accounting that projects only static figures from which segregation of relevant costs is a difficult task to do.

Establishment of Effective Internal Audit and Internal Control System in the university

The university must have an effective Internal Audit Section or if it is not there, it should employ a Professional Firm to establish and supervise the Internal Audit System of the University.

The organization of the Internal Audit Department depends on a number of factors such as – The size of the organization, nature of the organization, attitude of the management, nature of the organization, adequacy of existing internal check system, training of staff of the university etc.

The internal control system of the university is consisting of the policies and the procedures to ensure sound university governance. Each and every university is bound to comply with applicable Statutory, Government Laws and regulations and conditions imposed by sponsor or donors. It is the internal control system of the university that ensures compliance of the rules, regulations and other obligations, establishing transparent roles and responsibilities through responsibility accounting.

The basic purposes of the Internal Control System are:

- I> Safeguarding university assets
- II> Verifying the reliability and transparency of the periodic accounting information
- III> Establishment of effective Responsibility Accounting
- IV> Ensuring adherence to the established Rules, Policies, Procedures or Regulations
- V> Monitoring and evaluating internal control system as per Annual Audit Plan
- VI> Maintenance of the System through periodic physical verification and questionnaire follow-up programme
- VII> Providing Internal audit/Control Report to the management for decision making purpose
- VIII> Establishment of effective Information Security Programme in the university, in order to safeguard accession, collection, dissemination, processing, protecting and storage of data when the e-Governance system in the university system is already in practice.

General Steps of Organising Internal Control System are Organisation of the process, Segmenting Responsibility, Establishment of time schedule for assessing vulnerability, Conducting vulnerability, Establishment of plans for future actions through, Conduction of Internal Control Review, Taking corrective action decision, preparation of summary reports on internal control, Conduction of internal control test of high risk prone areas.

Establishment of e-Governance in university system

It's a small world. The application of the Information and Communication Technology in every sphere of life is virtually making this world smaller and even smaller by every day through cheaper and constantly improving global reach. In higher education sector also the ICT has been playing a vibrant role by making it democratic and

at the same time economic in terms of ensuring access and saving costs associated with time, space and distance.

The university needs a combination of different types of information to address all needs. The entire difficulties in harmonising accounting procedure and financial reports of the Universities can be taken care of in a single go if uniform e-governance software can be made applicable for all Universities.

So far as the management of University finance is concerned, application of ICT is just like a boon. The entire system of internal control mechanism, payroll, budgetary control system, accounting, finalisation of accounts, retirement benefit management, TDS formalities, fee management financial reporting etc. can be simplified at the click of a button.

Establishment of effective Financial Rules and Procedures

Financial Rules and procedures are prerequisite tools of the sound financial management system of any organization. It lays down the clear parameter and procedures for decision making which are in knowledge of or easy accessible to any functionary in the system for reference and compliance (Financial Code For University System, M.L. Sobti).

Advantages of having an effective Financial Code or Rules:

- a> Judicious, purposeful and economical employment of university funds,
- b> Sound uniform and easy to understand books of accounts keeping,
- c> Reduction of considerable human errors by establishing coordinated financial information system,
- d> Generation of consistent financial reports and performance indicators.

Establishment of Effective Risk and Management System

The word 'Risk' can be defined in many ways. It is the possibility of meeting dangers or suffering harm. It can also be defined as a measure of

possibility of deviation from expected results and associated with two components i.e. danger and fear. Risk Management is a discipline for dealing with uncertainty and comprising of the sum of all proactive management directed activities within a programme that are intended to acceptably accommodate the possibility of failure in elements of the programme. Insurance is the business that provides protection to individual and organisation against sudden and accidental loss. Risk Management is the process of identifying, measuring and treating property income, human and physical exposures to loss.

Like an individual, the university is also exposed to a series of risks with respect to its human and physical facilities. The most important point is that we cannot predict the future and hence have to accept the uncertainty. The best way to cope with the uncertain situation is to take preventive measures and take insurance coverage to make good the losses which may occur due to mishaps or occurrence of unpredictable in future. To make good the loss or replacement of any physical property due to any mishap is a costly affair. Hence the cost of insurance coverage should be treated as an essential component of total expenditure of the university.

The major components of insurance and risk management in the university system may cover the areas like Students' Insurance, Health Insurance for Employees, Special Peril Policy, Burglary Insurance, Breakdown Policies, Automobile Insurance, Marine Insurance, Travel Insurance, Workers Compensation Insurance etc.

Risk management steps

Optimisation of the university's Risk Management Plan calls for few steps to be very carefully followed. These steps are Identification of risks, Evaluation of the seriousness of the risks, Selection of best risk management techniques, Implementation of appropri-

ate risk management technique, and Monitoring and evaluation of results

All Universities should have an effective insurance and risk management policy as a part of strategic cost management. The Risk Management Team of the university must be constituted in such a manner so that it can take right decision regarding risk avoidance, risk transfer, risk control and risk retention measures at right point of time. The team should be able to analyse insurance costs and benefits properly to optimise university's risk management plan. The culture of risk awareness in university system can be improved through organising orientation programmes, issuance of notifications and other interactive transparent measures.

To control the overall Risk Management Programme of the university a worksheet may be circulated to the academic and administrative departments to have a clear idea regarding the risk elements involved with the departments and the persons involved with the procedure.

The table on the right is a model proforma which can be used for the Management Information System purpose.

Conclusions

As a signatory of the GATS, there is no alternative before India but to accept academic globalization. Hence it is prudent to accept the challenges boldly and develop inbuilt capabilities to withstand challenges of borderless academic world by converting weakness into strengths and threats into opportunities. It is also important to adopt good practices in the overall governance in the university system the application of which makes the university system more tuned and more acceptable. Good Practices ensures Vision, Tolerance, Respects, Avoidance of excuse and delays, Team Work, Transparency and Accountability with Responsibility in the system and gives the overall governance of the university

Risk management work sheet

Event:		Date:	Time:	Location:	
Activity	What could go wrong?	Initial Risk level	What can be done to mitigate what could go wrong?	Who will take these steps and by when?	Remaining Risk Level
Prepared By:			Reviewed By:		
Approved By:					

system a 'human Face'.

The financial governance is facing toughest challenges due to these changes in requirements of the university system which calls for proper attention. Here comes the importance of the efficient financial governance whose primary function is to maintain liquidity of the university. The cost incurred by the university can be viewed from different angles. A strategic surgery is required to locate all unproductive expenditure and redeploy scarce resources which can help the organization to manage these changing phases positively making best use of the scarce financial resources by assessing strategic options of every corner. Different managerial, financial and mathematical techniques/approaches have

been applied to arrive at some meaningful conclusions which might be applicable in the real life situation and can help the academic administrators to translate their effort into sustainable and significant developments towards attaining objectives of the university in the light of Global Vision and 'Social Cost Benefit Analysis'.

References

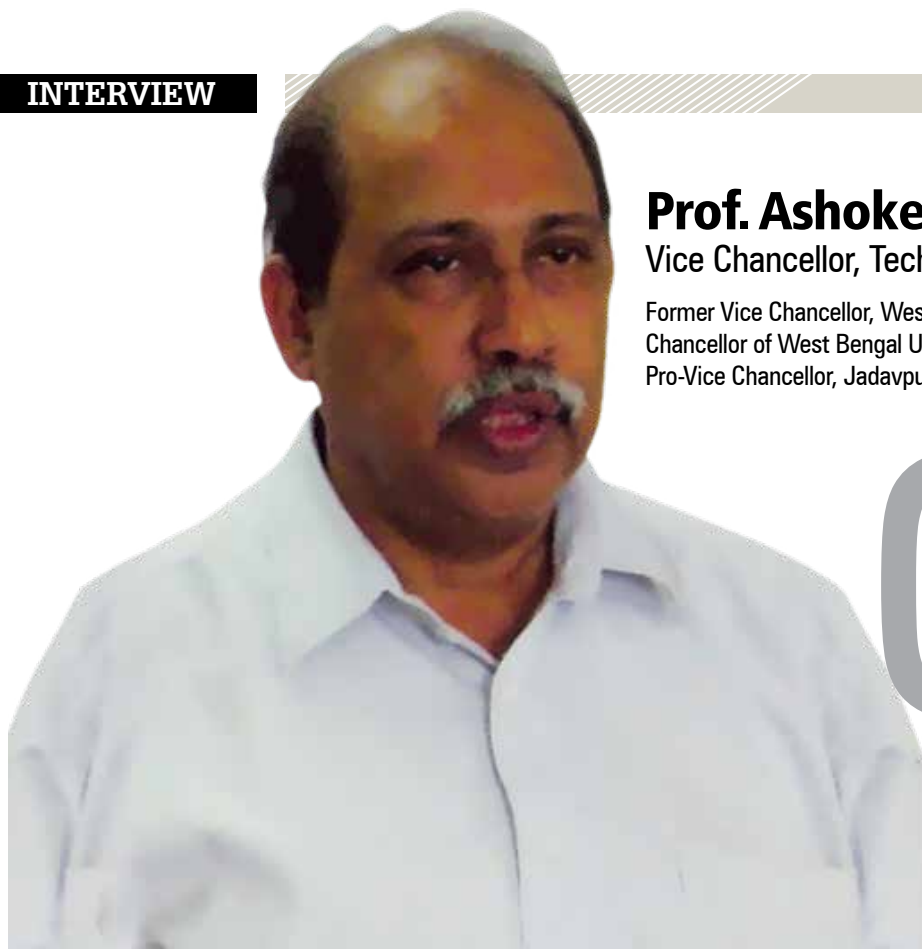
The detailed list of the Bibliography will be submitted at the time of final submission of the paper. However some references are given below which have been found very much important while arriving at these findings:

1. www.education.nic.in, (MHRD)
2. Information and Statistics bureau, University Grants Commission

3. *Higher Education in a Globalised Society*, UNESCO Education Paper
4. *WTO, GATS and Higher Education: An Indian Perspective*- K B Power
5. *The Financing and Management of Higher Education: A Status Report on World Wide Reforms*-D. Bruce Johnstone, World Bank Report
6. *Structural Adjustment and Financing of Elementary Education: The Indian Experience*-K. SeetaPrabhu. *Journal of Educational Planning and Administration* Vol IX No 1, Jan, 1995.
7. *Reforming Educational Financing*- N.V.Varghese.
8. *Report of the CABE Committee on Financing Higher and Technical Education*: NIEPA, June 2005.
9. *Resource allocation and financial accountability of universities*: M M Ansari, *University News*, October 2, 1999
10. *Financial Policy and Management Accounting*: Prof. Bhabatosh Banerjee
11. *An Insight into Auditing*: Prof. B K Basu
12. *Financial Services and WTO*; The Institute of Cost & Works Accountants of India
13. *Expenditure on Education- Theory, Models and Growth*: ShriPrakash&-SumitraChowdhury; NIEPA
14. *Information Technology in Higher Education*; AIU, 2000
15. *Liaison Cells for University-Industry Interaction*; AIU, 1995
16. *University Administration and Management*; AIU, 1994
17. *Gats and Higher Education*; AIU, 2006
18. *State Funding of Higher Education*; AIU, 1998
19. *International Accounting Harmonisation*: Prof. A K Basu, DSA in Commerce, C.U.
20. *Financing Education in India: A* N Mishra; Garg Brothers, Allahabad, 1959
21. *Financing of Higher Education in India*; J L Ajad; Sterling Publication-pvt.Ltd, ND
22. *Institutional Cost of Higher Education*: G D Sharma, AIU, 1980
23. *UGC Annual Reports of Various Years*
24. *Annual reports of Various Apex Academic Institutions*
25. *National Policy on Education 1986 with modifications incorporated in 1992*
26. *Report of Justice Punnayya Committee 1992-93*, UGC
27. *Swaminathan Committee Report*, AICTE, 1994
28. *Annual Reports of the Higher Education Department*, Govt. of WB
29. *Global Student Mobilisation Report*, IDP, Education Australia Ltd, Sept-2002
30. *Financial Management in universities: Major Problems & solutions*; *University News*, 42(07), Feb 16-22, 2004
31. *Financing of the Indian Public Universities: Changing Paradigm*-M.R. Gosai, *University News* 42(52) Dec 27, 2004-Jan 02, 2005
32. *H E in India, Vision and Action, Country Paper*, UNESCO Conference on HE in 21st century, Paris 5-9, Oct-1998, M.M.Joshi, MIC, HRD, Govt. of India
33. Reddy, GS (2006) Editorial, *Special Education Zone, Need of the Hour*, *Edutracks* 5(11) July
34. *Self financing Higher Education*-LC Singh; *University News* 40(52), December 30, 2002-Jan 05, 2003
35. *Financial Code For University System*, M.L. Sobti
36. *Financial Management in Higher Education- Issues & Approaches*-G.L. Williams and Sanyal-NIEPA
37. *Chandra & Pattanayek- efficiency of ABM Model in HE Institutions in India*; *The Alternative*, Oct 07-Sept 08
38. *Introduction to Cost Analysis*; Henry M Levin, NIEPA MA

A strategic surgery is required to locate all unproductive expenditure and redeploy scarce resources which can help the organization to manage these changing phases positively, making best use of the scarce financial resources by assessing strategic options of every corner. Different managerial, financial and mathematical techniques/approaches have been applied to arrive at some meaningful conclusions which might be applicable in real-life situations...

abhowmik2001@yahoo.com



Prof. Ashoke Ranjan Thakur

Vice Chancellor, Techno India University

Former Vice Chancellor, West Bengal State University; Vice Chancellor of West Bengal University of Technology, and Pro-Vice Chancellor, Jadavpur University

Q&A

'Regulatory and learning environments behind those of advanced countries'

MA What have been the major initiatives taken during your tenure with this institution?

Since I have been over the years connected with five Universities viz. Calcutta University, Jadavpur University, West Bengal University of Technology, West Bengal State University and Techno India University I am in a bulleted fashion talk about the initiatives taken in each of these. *Calcutta University.*

- I joined Department of Physics in 1977. We started a new Department of Biophysics, Molecular Biology and Genetics which achieved the distinction of getting 90% of the students clearing NET. The Department went on to achieve other heights in terms of publications and receiving Research Grants. The Department started operating the Distributed Information centre financed by Department of Biotechnology, GOI which provided the first major e-mail access to faculties of Calcutta University.
- We made a successful endeavour in terms of Inffibnet project which permitted the entire University with its various campuses to be networked with an Internet connectivity based in Rajabazar Science College with the help of a VSAT
- The Computer Centre was based on a firmer keele with an additional grant from UGC. It also started offering an MCA course.

Jadavpur University

- I was part of the team that successfully defended UGC potential for excellence scheme.
- During my tenure as Pro-Vice Chancellor Jadavpur became a SYLFF Project member.
- I was the coordinator of the first ever European Commission multi Institutional project between Brunel University, University of Vienna, IIT Bombay and Jadavpur University.
- The successful implementation of the first led to a second project involving Brunel University, Jadavpur University and BUET, Bangladesh.

West Bengal University of Technology

- We initiated an open source software library based on KOHA and D-Space.
- We connected 102 of our colleges all over West Bengal with EDUSAT dishes.
- We utilised 100 Phoenix boxes for low energy utilizing CPU units
- We used ExpEyes forerunners for our Physics Laboratory – an IUAC initiative.
- Set up first Technology Business Incubation Centre (EKTA) in University in West Bengal funded by DST

West Bengal State University

- Being the first Vice Chancellor in our recruitment for faculty we made all the interview data available on NET so that even though we recruited roughly 106 faculties after interviewing nearly 3000 candidates there was not a single RTI issue.
- We permitted faculties from abroad to phone in during the interview and participate with their Power Point presentation.
- We trained 35 of daily wage labourers in Computer Application so that the entire Administrative, Financial Accounting, Examination conduct could be completed for not only the Post Graduate students but also the undergraduate students which eventually numbered around 130 thousand.
- The Registration of students were done on a Unique Identification number comprising 18 digits which permitted us to issue bar coded picture carrying identity card for all the students.
- We also set up a digitised library and had set up 2 GBPS connectivity access under NKN programme.

Techno India University

- The entire teaching, learning module is based on Moodle.
- The Examination, especially the end of the term is conducted with Moodle, so that this University is fully utilising the technology enabled teaching learning modules.

MA How do you look at the ranking of Indian Universities done by the international agencies? How relevant are their parameters for Indian institutions?

This debate needs closer attention than is normally given. It is not a binary process. We need to pitch ourselves against the best of the standards set up by the Western Universities, however these should not make us move away from our goals of education: Excellence, Equity and Access.

Quite often a poor grade is confused with poor in excellence. However as it has been shown umpteen times that the evaluation process itself can lead to a skewed result where the imaginative, innovative and creative are overwhelmed by those who can learn by rote and excel in figuring out how to score.

There would always be different types of pupils. Some diligent enough to excel in a beaten track, some others being creative would try out their own path to growth. However in either case there needs to be a measurable quantity.

MA What are your views about the recent trend of adopting performance management system in education sector in India? Does NAAC play an important role in this regard?

I am in agreement with the notion that there should be a performance audit of Institutions. However I am in disagreement with the notion that some Institutions are so hallowed that they can choose to remain outside its purview. I was part of a six member Committee set up by the AICTE to reorganise NBA accreditation process so that it could be made compatible with requirements of Washington accord. I myself have been involved in the NBA accreditation process across the country. Similarly NAAC can play a similar role.

MA In this competitive scenario cost effectiveness is a burning issue. How do you evaluate the education sector in India in this context?

Cost effectiveness in education sector is certainly a major point of debate. It can only be answered in the context of what should the education offer. I am not one of those who believe in the Invisible Hand of Market guiding every aspect of our life. Like a majority of the economists who propound virtues of welfare economics, I too am convinced that the State has no business in abdicating its primary role in providing primary and secondary education to the children, otherwise the very necessity of the States existence may be questioned. However having said this, I do believe that the subsidisation of education and the right to education needs to be dealt with separately. Unfortunately in our country the amount invested by the Government so far has been poorly spent and those who are to be blamed for this are the very ones who have thrown up their hands and sung paens for privatisation. I am a strong believer in providing an education to young minds that is fun and provides them with an opportunity to do something in their life. But this does not necessarily mean that everyone needs to be straitjacketed into a vocational course and being made market ready. The need for young men and women to take up jobs that are becoming available is understood but that should come as a choice otherwise what we turn out would be labelled more as IT coolies rather than software developers.

MA The Indian government provides huge subsidies in education, but many students, inspite of being financially sound, take the subsidy. Do you believe an efficient and prudent pricing mechanism can solve this problem?

Since I was educated with a scholarship which I thought was handsome I actually never paid for my education, but I do believe that I had earned my scholarship. For others there should be an opportunity to attend education cost through merit scholarships/ loans which may be made available. Frankly speaking I see the kind of money needed to support our education system completely dwarfed by the kind of subsidy given to the Corporate Sector be it through Scams or through Gas price hikes etc. or the delayed payment by airlines of aviation fuel cost. Nonetheless I believe that the cost for education may be charged to those who can afford it. One of the mistaken notion touted is based on an assumption that the need for market based pricing is the only panacea. We forget that some of the most advanced economics like Germany, France, Nordic countries manage their economy as a welfare state providing basic amenities without copying United States.

MA Please give a brief outline on governance and management system in education sector in India.

I have had the opportunity to introduce a management system much leaner compared to that of Calcutta University.

- Calcutta University had a posse of nearly 130 officers and 3500 non-teaching staff managing the affairs of 10000 PG students and nearly 2-3 lakh undergraduate students.
- Jadavpur University had 32 Officers and nearly 700 odd non-teaching staff managing 10000 students in the campus.
- At West Bengal University of Technology we did with 7 Officers and 50 non-teaching Staff for 700 students in the University and nearly 1-2 lakh students in affiliated Institutions.
- At West Bengal State University we had 5 officers and 65 daily wage workers for 700 University students and nearly 1-1.5 lakh Undergraduate students.

The shrinkage in number has often been shown as a reason why the latter two Institutions is seen as a failure in terms of Governance. But

the last one did manage to get all its students registered, conduct and publish examination results in time and even when bereft of electricity published more than 200 papers in the first three years of its existence with an average Impact Factor of 1.5 and get Grants worth nearly 3 crore. I believe strongly when evaluating effective Governance and Management System of any Institution there should be an Input Output analysis in deciding how effective the two are.

MA What are the basic differences in the teaching-learning environment in the public and private education system?

I had an expectation that the Private systems would lean towards a more effective teaching-learning system since brand equity would be based on how quality is perceived. However with Private Institutions catering towards the more elite groups' education and since they get their numbers because of the burgeoning middle class, quite often instead of quality education it is flashy aspect of education that tends to predominate. In public institutions, it is the mindset problem that prevents implementation of available technology enabled processes even though they are legislated to be implemented.

There is also the issue of access and equity in the Private Institutions. These can certainly be addressed as it is done in the West through a network of scholarships and teaching assistantships that may be made available. However like the corporate social responsibility criteria there is more sound than actual delivery from the private sector inspite of the so called legislative measures that have been put in place. Finally philanthropy as practiced in Western Capitalism is yet to be matched in our country.

MA How do you compare and benchmark the regulatory aspects and the teaching-learning environment in India with that of the advanced countries?

We need to catch up a lot in terms of regulatory aspect and the teaching-learning environment as compared to advanced countries. In terms of regulatory aspect a lot of regulations practiced here is either they are a throw back to the regulations during the colonial period or they do not show flexibility required in a progressive system. In terms of learning environment the absence of flexibility often leads to a very dull education system that stifles creativity or broadness of vision.

MA Can the online education system add value to our education?

I do believe On-line education can add qualitatively to the furtherance of our academic quality. However the need for a F2F scene is not lost and only the role of the 'teacher' changes to that of a facilitator.

MA The Indian education market is gradually increasing due to the strong demand for quality education; as a result, many private operators including a few foreign universities are getting into this business. Do all these universities maintain the desired standard of quality education? What is your expectation from the Indian government in this context?

There are 173 private universities which are seeking recognition of UGC and barring a few which should be countable with our digits rest do not show the desirable standard of quality education. Our regulatory authorities have been under cloud not without reasons.

MA Do you think a performance evaluation/appraisal of educational organizations is the need of the hour?

Absolutely.

MA How does Cost Management play an important role in the overall growth of the education sector in India?

As I have mentioned before, lack of proper cost management system being in place led to the general belief that our education system is poorly governed. I would hence strongly recommend that a proper Cost management system be put in place.

MA Do you think present higher education system is effective for producing sensible and accomplished human being to build our nation?

Those who swear by Shining India would do well to remember that the developments if any of this country was not brought about by the foreign educated only. There is robustness in our education system . However the need for constant improvement exists and upto now we have talked about these as well.

MA How do you evaluate your existing faculty quality and strength of your institution?

For the faculties there is a student feed back system. For the management there is regular meeting with faculties slated so that the system academic audit can progress. Ultimate goal is to provide a 360 degree Quality Improvement System.

MA What are the infrastructural strengths and weakness of Indian education system?

Providing better equipped laboratory, ability to think independently and creatively. The strength of course lies in the intellectual ability of some of the students to overcome all these handicaps.

MA How much change have you experienced in the Indian education scenario in past few decades? What is the future of the education sector in India?

In terms of sheer number we have progressed a lot. We also have had a wider network of students who are ready to join and enjoy the fruits of education. However the constraints in terms of investment have forced a decline in the quality of education. More people are now comfortable with English as a language for communication than before. But the quality of understanding is certainly not good. The number of publications and the quality of publications have gone up but they still lag far behind what has been achieved by our competition. Jean Dreize and Amartya Sen in their book An Uncertain Glory hit the right chord when they said that India stands very poorly in social indicators even amongst the SAARC countries. A country of a billion and two hundred million can easily provide a burgeoning market of the size of Europe or United States only with the purchasing power of 30% middle class, but for the nation to survive one would do well to remember what Gurudev said .."Those whom you are leaving behind ..would be the ones who would hold you back" . Let us remember the bottom 30% and not forget to make our society an inclusive society.

The news that the Government is planning to give relief to nine lakh students' loan account shows how the expectation of the rising youth is unable to match the reality because of the sluggishness of job markets and quite often except for a handful, the jobs on the offer are not commensurate with the educational attainment of the incumbents but then let us not forget that this is a global phenomena. In Spain almost 50% of young job seekers leave the country. In Greece and other countries it is even grimmer. No matter how much we try to brush aside the fallout effect of global meltdown of 2008 on the prospects of the youth, they continue to be very severe.



Interview

'Infrastructure not up to expectations'

Professor Dr. T. B. Subba

Social Anthropologist and Vice-Chancellor, Sikkim University

Professor Subba spoke extensively to CMA Dibakar Kanunjna on different aspects of higher education in India today, as well as his vision of building Sikkim University as an institution of national importance.

MA Please give a brief outline of your perception on governance and management system in education sector in India.

Professor T. B. Subba: Good morning! The governance in higher education sector, particularly the one funded by the central government about which I have some knowledge, is not something to feel

proud of. It suffers a lot mainly because its management system is not responsive enough to the changing times and also because the employees have many rights but few duties. The situation is worse in universities funded by the state governments. I guess the governance is far better in private universities and colleges compared to the government funded educational institutions, although I cannot vouch for that because I have no personal experience of working in a private university.

MA The market size of Indian education

sector is increasing gradually due to the strong demand for quality education. As a result; many private operators including few foreign universities are entering into this business. Do you believe all these universities will maintain the desired standard of quality education? What is your expectation from the Indian government in this context?

TBS: The objective of foreign universities behind opening campuses in India is essentially profit. The quality of education provided by them in their home countries

is far better than what they provide in their off-shore campuses but such campuses survive on the basis of their brand values and a short trip for the students to their home campuses before they complete their courses. Many Indian students are happy to join the off-shore campuses to have this experience.

MA Do you think present higher education system is effective in producing sensible and accomplished human being to build our nation?

TBS: I do not think so, because the aim of the higher education system today in India is to train the manpower for the industry, for employment, etc. and not to make them good and responsible citizens.

MA What are the infrastructural strengths and weakness of Indian education system?

TBS: They vary hugely across the educational institutions in the country. In most parts of the country the infrastructure does not meet the minimum level of expectation of higher education system, whether one talks about class rooms, laboratories or other teaching aids. Toilets are unhygienic and libraries are either devoid of quality books or are ill-kept.

MA Indian government provides huge subsidy in education sector. Many students, in spite of being financially sound, take advantage of this subsidy. Do you believe an efficient and prudent pricing mechanism can solve this problem? Do you have any personal opinion on it?

TBS: In India the income of the individuals is what they declare and they rarely declare their true income, especially if the sources of income are other than government service. Income certificates showing the required income are easily available. Unless the true income of each student's parents is known no prudent pricing mechanism will work.

MA In this complex and competitive scenario, cost effectiveness is a

burning issue. How do you evaluate the education sector in India in this context?

TBS: In a country like ours everything cannot be guided by the cost factor. The country has certain responsibilities towards the weaker and deprived sections of the society. If higher education has to be truly cost-effective only the affluent can afford it. This is not acceptable under the Constitution of India. Therefore, cost-effectiveness is not and cannot really be an issue in institutions run by the governments.

MA Do you think performance evaluation / appraisal of educational organizations is the need of the hour?

TBS: Appraisal of educational institutions has been going on all the time ever since they were established, but such appraisals were not codified and formalized in the country till NAAC was established by the University Grants Commission. What is unfortunate about such appraisals or performance evaluation is the over emphasis on numerical points, as everything, including perceptions of people, is converted into some numerical figure.

MA What are your views about the recent trend of adopting performance management system in education sector in India? Does NAAC play an important role in this regard?

TBS: The criteria which NAAC follows to evaluate the higher educational institutions in the country are quite different from the international criteria for evaluation are. Therefore NAAC can play a greater role if its criteria are in conformity with the international assessment criteria followed by THE or QS. There is no doubt that performance should be evaluated, but once done so, it must be followed by reward or penalty, which does not happen in Indian universities funded by the central government. Unless we bring in reward and penalty based on performance it has no relevance.

MA How proper Cost Management system plays an important role in the

overall growth of education sector in India?

TBS: I am not an expert on cost management but even common sense tells us that if cost is managed properly it will certainly help the education sector anywhere in the world.

MA How do you compare and benchmark the regulatory aspect and the teaching-learning environment in India with that of the advanced countries?

TBS: The universities in advanced countries are far advanced than ours not only because our universities are over regulated but also because their universities are several hundred years older and hence evolved for several hundred years more. They are also not obliged to reserve seats for students and employ teachers belonging to categories like SC, ST, OBC, and PWD up to 50%. Each university must have proper eco-system to grow and evolve, but that will not happen if universities come into existence for political reasons, as they often do in India, instead of academic needs.

MA Do you believe online education system can add value towards quality education in Indian scenario?

TBS: Yes, I think so, as the youths today go online most of the time.

MA What are the basic differences you find in the teaching-learning environment under public and private education system?

TBS: I do not have any idea about teaching-learning system under private education system. Hence I am not able to compare.

MA How do you look at the ranking of Indian Universities done by the international agencies? How relevant are their parameters for Indian institutions?

TBS: Many Indian scholars have criticized the parameters of international ranking, but I am of the view that the parameters

are not worked out with the ill-intention of excluding Indian universities from the top 200 universities in the world, or to benefit some universities of China only, as some would argue. Some of the parameters are not relevant even for the developed countries like Japan and they are unhappy about the changes they have to bring about in their system so that their rank does not slip down. If we wish to be ranked internationally, and ranked in the top 200 universities, we must set our priorities according to the parameters of international ranking and not NAAC ranking.

MA What are the major initiatives being taken during your tenure with Sikkim University?

TBS: Thank you for this opportunity. Some of the major initiatives I have taken during the past 17 months of my tenure with Sikkim University are as follows. One, the revision, updation and standardisation of syllabi at the undergraduate as well as postgraduate level has been taken up during the Monsoon 2013 and Spring 2014 semesters. Two, the Schools have been reorganized with the aim of (i) drastically reducing the establishment cost, and (ii) make them meaningful arenas of academic exchange and synergy. Three, the process of establishing a hundred percent residential, earthquake-free, green and disabled-friendly campus at a place called Yangang located 56 kms away from Gangtok, the capital of Sikkim, has begun.

MA How do you evaluate your existing faculty quality and strength of your institution?

TBS: A disproportionately large number of our faculty members come from one of the best universities in India, viz., Jawaharlal Nehru University, New Delhi. It is expected that they have received one of the best academic trainings available in India. They are young and energetic.

MA Technology has a big role to play in teaching-learning process these days? What is your call on this aspect?

TBS: Technology is useful if it is used as

a means and if supporting facilities like uninterrupted power supply and stable voltage are available. It should however not be taken as a religion; instead we must continuously look for more user-friendly, environment-friendly technology.

MA What are the major academic challenges that demand early action and intervention of regulatory authorities?

TBS: Some of the major academic challenges today are as follows. First, there is lack of good teachers to teach in colleges and universities. A large many teachers in the colleges and universities are not proficient enough in their subjects and/or the medium of teaching. While passing NET has made them eligible many of them do not possess either the aptitude or motivation to teach. They take teaching as a job and not as a profession. They are busy collecting API scores allowing quality to be compromised at every step. As a result they are not able to inspire the students to excel. Second, one of the reasons why they are not able to do so is lack of adequate teachers in colleges and universities. A large number of posts are lying vacant on account of the reservation policies of the government of India about which no one wants to talk. Third, the syllabi used in various universities vary in quality, scope, credit, focus, orientation, etc. making credit portability virtually appear impossible. Finally, I would think that the international emphasis on "interdisciplinary approach" has made our students incompetent about their respective disciplines. It is time we realize that interdisciplinarity cannot succeed if the knowledge of their own disciplines is hollow and superficial.

MA What is your vision of Sikkim University in 2020?

TBS: I will not be around in Sikkim University in 2020 and my successor may not share my vision of the University. At the very least, I see Sikkim University in 2020 functioning from a campus of its own with departments achieving the minimum faculty strength not only to teach about their disciplines but also to

teach some add-on certificate/diploma courses in emergent/job-related fields as value addition to their undergraduate and postgraduate degrees. I see the University functioning in a transparent and participatory manner on the basis of the Ordinances and Regulations that are being drafted. I see a great deal of interaction taking place between the faculty members and students of our university with those of other universities on our campus. I see a large number of academic, cultural and sports activities taking place on our campus and the campus emerging as a major tourist destination for its unique architecture, its animal house, its horticultural farms, its botanical garden, its water-shed, and its broad walkways. Finally, I see the University linking itself with the people around and making itself relevant for them.

MA How much change have you experienced in the Indian education scenario in past few decades?

TBS: Quite a lot and almost paradigmatic I would say. To give some examples, the annual system has given way to semester system; the marks system has given way to credit and grade system; the blackboard has been replaced with white board and chalk with marker pen; teachers' explanatory skills are rendered less useful by their power point presentation of class lectures; external examination has been replaced with internal examination; and so on.

MA Finally, your last words on the future panorama of higher education sector in India?

TBS: I am optimistic about the future of higher education sector in India. After all it cannot remain in a state of confusion and chaos for too long, which is largely a result of frequent change of policies related to higher education. Even a subject like eligibility criteria for Assistant Professorship has undergone several changes since 1996. The key word in higher education system should be "flexibility" and not "frequent change". The latter will only result in confusion and chaos.

HIGHER EDUCATION IN INDIA: ISSUES RELATING TO EXPANSION, EQUITY AND EXCELLENCE

Despite a series of initiatives taken for planned development of the higher education system in India, particularly during the post-independent period, there are some issues that require immediate attention in order to fulfill the governing goals set for higher education across the country



CMA Dr. Ananta Mohan Mishra

Principal, Ramnagar College, Purba Medinipur

In Indian culture, the central objective of education is to pursue of internal knowledge that helps man in his endeavour to attain liberation. Education is also visualized as evolutionary forces so that each individual is enabled to progress from purely material consciousness towards superior planes of intellectual and spiritual consciousness. Education is also perceived as a bridge between the past, present and future as a means by which the best of the heritage is transmitted to the new generation for its further progress.

The theme of higher knowledge and higher education was fashioned in India by the ancient *rishis* (sages) in the Vedic age. The early *gurukul* system of education flourished in the Vedic and later Vedic periods and a large university was set up at Takhsashila in the 6th Century B.C. Two other universities namely Nalanda and Vikramshila were also set up in the 4th and the 5th Century A.D. respectively.

Higher education in India: Governing goals and objectives

Higher education has made a significant contribution to economic development, social progress and political democ-

racy in Independent India. The Government initiative for a planned development of higher education came into prevalence with the establishment of University Grants Commission (UGC) in 1956. The governing goals for higher education had been articulated first in the University Education Commission Report submitted by the well-known educationist and first Vice-President of Independent India, Dr S. Radhakrishnan in 1948-49. While narrating the governing goals of Higher Education in India, the Report pointed out: "The most important and urgent reform needed in education is to transform it, to endeavour to relate it to the life, needs and aspirations of the people and thereby make it the powerful instrument of social, economic and cultural transformation necessary for the realization of the national goals, for this purpose education should be developed so as to increase productivity, achieve social and national integration, accelerate the process of modernization and cultivate social, moral and cultural values".

The Government of India set up the Education Commission (1966) to determine the need and give an estimate of Gross Domestic Product (GDP) required for higher education. The Commission headed by Dr D. S. Kothari which emphasized the critical relationship between education and productivity and the critical role of education in national and economic development. It also suggested that during the next 20 years, expenditure on education should be stepped up to six percent of GDP.

The 42nd Amendment of the Constitution in 1976 brought education which was largely a responsibility of State Governments on the Concurrent List making it the responsibility of both the Union and the State Governments. The

86th Amendment of the Constitution led to the inclusion of a new article 21-A, which made free and compulsory education to all children of 6-14 years of age, a Fundamental Right. Besides the Government had been making several National Policy Statements on education in 1968, 1986 and 1992 by emphasizing the need for eradicating illiteracy altogether.

The National Policy on Higher Education 1986 translate the vision of Dr Radhakrishnan and Kothari Commission in principle and narrated the goals for Higher Education which include: i) Greater Access (Expansion), ii) Equal Access (Equity or inclusiveness), iii) Quality (Excellence), iv) Relevance, and v) Promotion of social values. The policy directions and action covered in 1992 'Programme of Action' have been developed in a manner by transforming these goals into practice and giving importance to first three goals namely; Expansion, Equity and Excellence (three E's).

The National Knowledge Commission (2005) argues that Higher Education System in India needs massive expansion of opportunities by set up around 1500 universities nation-wide that would enable India to attain a gross enrollment ratio to at least 15 percent by 2015. The NKC's recommendations, therefore, focuses on expansion in educational opportunities for the inclusive society, finally to accelerate the course of development in the country by giving due importance to innovation and entrepreneurship and address skill requirements for the growing economy.

Objective of the study

Under the background as stated above the present work intends to analyze the higher education system in India in general, to understand with special reference how far the country has succeeded in achieving the three main issues that is; Expansion, Equity and Excellence. For this purpose, data col-

lected from various secondary sources (mostly collected from various Government Reports published in different journals) as well as respective websites have been used. The data so collected have been analyzed and presented through different statistical tables, charts; diagrams etc and inferences have been drawn accordingly.

Higher education in India: The expansion

In its size and diversity, India has now the third highest education system in the world, next only to China and the United States. At the time of Independence, the size of higher education system in terms of number of institutions and teachers were meager but since then there has been an exponential growth in the indicators namely the number of educational institutions, teachers and enrolment of students.

In 1950, the number of universities which was only 20 increased to 523 in 2010-11 and 634 in 2011-12 representing an increase of about 32 times during this period. The number of colleges also steadily grew from a paltry 500 in 1947 and 700 in 1950 to 33,023 in 2010-11, and an all time high 35,539 in 2011-12 indicating an increase of about 71 times during this time span. The students' enrolment in the colleges also rose significantly from 1 lakh in 1950 to a huge 203.27 lakh in 2011-12. While discussing about the sphere of technical education the number of technical institute which

was only 98 in 1950 finally stood at 13,507 by the year 2011-12. Such a spectacular improvement in setting up various technical educational institutions with a total intake capacity of 30.14 lakh became possible as a result of due initiative taken by both the Union Government, State Governments and especially the private investors. The subjects taught at present, in various technical institutes are management, engineering, medical science, hotel-tourism management and catering technology, computer science information technology, fashion designing etc. Similarly in higher education system in India, number of teachers engaged which were about 23,549 in 1950 rose to 8,17,000 in 2011-12 displaying an increase of about 35 times during this period. Some interesting statistics relating the growth in Higher Education system is presented in **Table1**.

Thus it is found that the higher education in India has witnessed improvement in terms of number of students enrolled, diversified courses offered, number of institutes and number of teachers engaged therein etc. Let us now have a look on the level of higher education in terms of aggregate access, access to various disadvantage groups and also the quality of higher education offered as a whole.

Access to higher education: Gross enrolment

The access to higher education is gen-

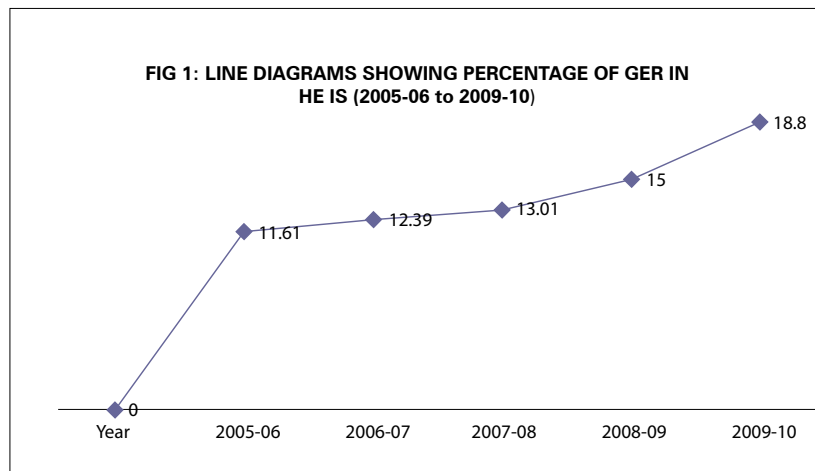
Table 1: Indicators	1950-51	2011-12
Universities (Nos)	20	634
Colleges (Nos)	700	35,539
Distance Teaching Universities/Institutions (Nos)	-	200
Teaching Staff (Nos)	23,549	8,17,000
Enrolment in colleges and universities (Nos)	1lakh	203.27 lakh
AICTE approved Technical Institutes (Nos)	98	13,507
Intake in AICTE approved technical programme (Nos)	-	30.14 lakh

Source: Higher Education in India at a Glance, UGC, December 2012

erally measured by enrolment ratio. Three alternative methods are used to estimate the extent of access to higher education namely, Gross Enrolment Ratio (GER), Net Enrolment Ratio (NER) and Enrolment of Eligible Ratio (EER). The GER measures the access level by taking the ratio of persons in all age groups enrolled in various programmes to total population of 18 to 23 years of age. The NER measures the level of enrolment of age specific groups namely those in age group of 18 to 23. While the EER on the other hand measures the level of enrolment of those who completed higher secondary level of education. These three concepts thus look at the access to higher education from three different angles.

The statistical data collected from different sources reveal that during the recent past there has been a considerable progress in GER which was about 11.61 percent in 2005-06, increased to 12.39 percent in 2006-07, 13.01 percent in 2007-08 and finally reached at 18.80 percent in 2009-10. National Knowledge Commission (NKC) 2005 wanted to increase the GER to 15 percent by 2015. In the Eleventh Five Year Plan (2007-12) the Government took the target to increase GER from the level of about 12 percent to 15 percent and also set a target of increasing the rate to 30 percent by 2020. It is encouraging that the country has achieved the target before that time.

The statistical data collected from different sources reveal that during the recent past there has been a considerable progress in GER which was about 11.61 percent in 2005-06, increased to 12.39 percent in 2006-07, 13.01 percent in 2007-08 and finally reached at 18.80 percent in 2009-10. National Knowledge Commission (NKC) 2005 wanted to increase the GER to 15 percent by 2015. In the Eleventh Five Year Plan (2007-12) the Government took the target to increase GER from the level of about 12 percent to 15



Source: Selected Educational Statistics-2005-06; Statistics of Higher and Technical Education-2006-07, 2008-09(Prov) & 2009-10 (Prov). All India Survey on Higher Education-2010-11.


percent and also set a target of increasing the rate to 30 percent by 2020. It is encouraging that the country has achieved the target before that time.

After having discussed the enrolment level as a whole we now want to consider the progress with respect to a study of the disparities between a) rural and urban areas) Inter-state variation, c) Inter-caste disparities, d) inter-religion, e) male-female and f) occupation group etc. as follows:

- There are significant disparities in students' enrolment between urban and rural areas. In 2003-04 the GER for rural and urban areas were 7.76 percent and 27.20 percent respectively.
- There are considerable inter-state variations in the level of higher education. The GER at aggregate level is about 15 percent, it is however, more than the national average in States like Nagaland, Goa, Kerala, Manipur, Himachal Pradesh, Tamil Nadu, Maharashtra and Pondicherry.
- GER is lower than the national average in the States like Tripura, Assam, Meghalaya, Chhattisgarh, Orissa, Jharkhand, Bihar, Sikkim and

Rajasthan.

- Percentage of students in total students' enrolment is 10.2, 4.4 and 27.1 for SC, ST and OBC categories.
- The access to higher education is also low for girls than the boys. The All India Survey on Higher Education reveals (AISHE) GER at all level was 18.8 percent in 2011-12, where GER for males was 20.9 and that for females was 16.5 percent only.
- Percentage of staff in relation to total teaching staff is 7.4, 2.9 and 23.3 for SC, ST and OBC categories respectively.
- Disparities are also witnessed in enrolment ratio between religious groups in general. The GER for Jains, Christians, Sikh, Buddhist, Hindu and Islam are 57.43 %, 27.29 %, 15 %, 13.47 % and 8.19 % respectively. GER is lowest for the Muslim followed by the Hindu.
- In Urban areas GER is much higher for those engaged in business and different services compared to those coming from casual labour-group families.
- Among responding colleges, per-



EXPERTS OPINE THAT INDIA WILL EMERGE AS AN ECONOMIC AND INTELLIGENCE STOREHOUSE BY 2020... ONLY IF WE COULD TRANSFORM THIS POPULATION INTO HUMAN CAPITAL

centage of private unaided colleges account for 57 percent where as such colleges have only 38 percent of total enrolment.

- Out of total enrolment reported, enrolment under distance mode of education constitutes about 17 percent of total enrolment.

Thus it can be inferred that there has been great disparity in channeling the benefit of higher education among each and every corner and segment of the society which must be narrowed down in future.

Excellence and quality

In developing economies, big population now-a-days is no longer considered as liability. It is rather being treated an asset. India contains 52 percent of her population at below 25 years of age. If this youth population could be nourished and nurtured with quality education and skills, India is sure to reap the benefit of demographic dividend. Experts opine that India will emerge as an economic and intelligence storehouse by 2020. This will only be possible if we could transform this population into human capital for which we must ensure quality education, higher learning and research.

In higher education institutions, quality education means good academic environment, well-prepared teaching learning process, research facilities, campus life, class room and its

environment, support services and infrastructure, modernization of library with updated books, journals, reference materials etc. However it is a fact that recruitment and retention of good faculty and staff in the universities and colleges is one of the challenging jobs to the management. We all know quality of a nation depends upon the quality of its citizen and the quality of the citizens in turn depends on the quality of the education they receive. In order to compete in the world economy, the country needs to develop quality manpower with modern outlook (techno savvy) and also with value education. We have strong roots in culture, language and heritage. It is necessary to pay further attention to strengthen the teaching and learning process, improvement in classroom, inculcating values among the students developing social responsibility, community participation etc.

University Grants Commission (UGC) which was set up in 1956 laid down indicators under provision of what is called 2(f) and 12 (B). These two together assess the minimum quality requirement to provide the grants to the universities and colleges. Besides this UGC established National Assessment and Accreditation Council (NACC) in 1994 to assess and accredit the quality of higher education institutions. NACC's vision and mission statements clearly specify it's

functioning: "highlighting quality assurance mechanism in higher education institutions with the combination of self and external quality evolution, promotion and sustenance activities and initiatives." In-build and maintenance of quality in higher education has been made operable by NAAC in terms of well-thought and extensively researched criteria. These are i) Curricular Aspects, ii) Teaching-Learning and Evaluation, iii) Research, Consultancy and Extension, iv) Infrastructure and Learning Resources, v) Student Support and Progression, vi) Governance and vii) Leadership and Innovative Practices.

The prime agenda of NAAC is to assess and accredit institutions of higher learning with the objective of helping them to work continuously to improve the quality of education. NAAC advocates the establishment of Internal Quality Assurance Cell (IQAC)- the THINK TANK of the institution, for every accredited institutions which will be a part of an institution's system and work towards realizing the goals of quality enhancement and sustenance. The prime task of the IQAC is to develop a system for consistent and catalytic improvement in the performance of institutions.

Let us give a brief look on the quality status of universities and colleges. Out of 17, 625 colleges in the country as on 31.03.2007, about 14,000 come

under the purview of UGC system. Out of these 5,589 colleges are included under 2(f) and of them 5,275 have recognized under section 12(B) of UGC Act. Thus about 40 percent colleges are recognized under 2(f) and 38 percent are recognized under 12 (B). Alternatively it can be viewed that 60 percent of colleges in the country are not assessable even with the minimum criteria of 2(f) and 12 (B) set by the UGC and we know little about the quality of such colleges.

As regards the assessment of higher education institution by NAAC, the progress made in this respect was not encouraging at all. Performance of NAAC can be judged from the number of institutions accredited and re-accredited after expiry of the period of first accreditation.

Private institution in higher education

In the Indian mixed economy, the contribution of private sector has been significant in general, though its contribution to higher education has not been encouraging. At present, there are a large number of private colleges in the general and technical spheres. Private colleges that form about three-fourths of the total number of college are of two types; privately managed and funded college; and privately-managed but publicly funded colleges. The expansion of private institutions in higher education is not motivated by any social purpose, but it is viewed that investment in higher education as a very lucrative option, promising an assured return of 20–30 percent p.a. At the beginning of the Tenth Plan the share of private un-aided higher education institutions increased from 42.6 percent in 2001 to 63.2 percent in 2006. The share of enrolment has also increased from 32.9 percent to 51.5 percent during the same period. Private institutions have entered some selective areas like, engineering, medicine, management, IT etc. Data collected from authen-

TABLE 2: NUMBER OF INSTITUTIONS ACCREDITED AND REACCREDITED BY NAAC (AS ON MARCH 2010)

INSTITUTIONS	ACCREDITATION	RE-ACCREDITATION
UNIVERSITIES	159	51
COLLEGES	4094	337
TOTAL	4253	

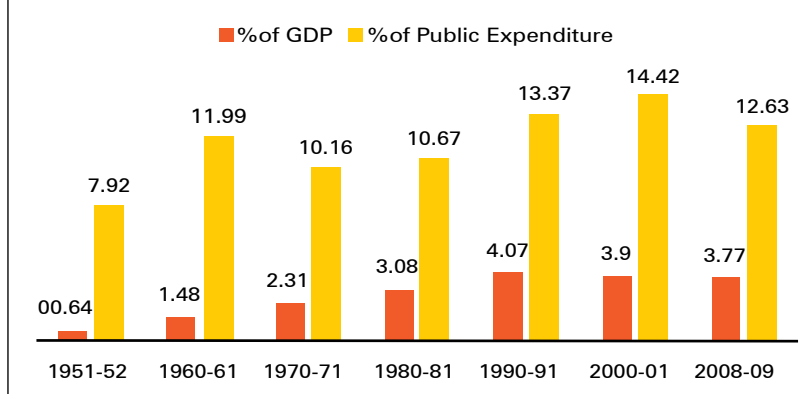
Source: Compiled from Annual Report of NAAC, Bangalore

TABLE 2: GROWTH OF PUBLIC EXPENDITURE IN HIGHER EDUCATION

Year	% of GDP	% of Public Expenditure	Per Capita at 1993-94 price (Rs)
1951-52	0.64	7.92	49
1960-61	1.48	11.99	123
1970-71	2.31	10.16	124
1980-81	3.08	10.67	186
1990-91	4.07	13.37	329.6
2000-01	3.90	14.42	498.2
2008-09	3.77	12.63	509.5

Source: Copy from Table 1

TABLE 2: BAR CHART SHOWING PERCENTAGE OF PUBLIC EXPENDITURE AND GDP ALLOCATED FOR EDUCATION



ticate sources show that private education market in India is increasing rapidly with an estimated net worth of \$ 40 billion in 2008 and will increase to \$ 68 billion in 2012. During Eleventh Five Year Plan, Government allocation for higher education was 85,000 crore but this was not sufficient and it was expected that private sector would play a big role in higher education sector. The plan estimated that nearly about a half of incremental enrolment targeted

for higher education would come from private sector.

Financing higher education in India

Although the country aimed at an allocation of 6 percent GDP for higher education, but our performance has fallen short of expectation. Expenditure for education steadily rose from 0.64 percent of GDP in 1951–52 to 2.31 percent in 1970–71 and thereaf-

ter reached the peak of 4.28 percent in 2000-01. However, it declined to 3.77 percent in 2008-09. This needs to be increased at least to 20 percent of budgeted expenditure.

Quality gap

India has got the potency of becoming a key player in knowledge driven global situation. It is on record that India has contributed to America 28 percent of IBM technologists, 34 percent of Microsoft employees, 36 percent of NASA Scientists and 38 percent of Doctors (Dhar 2008). This is because of the fact that India has a long academic tradition that uses English as primary languages in higher education and research. At the same time it is a matter of great concern that we should keep watchful eyes to our competitors-China and other rapidly developing countries. The recent ranking of the world's top 200 universities as published in the Higher Education Supplement of London Times included 3 in China, 3 in Hong Kong, 1 in Taiwan and 1 in India (an IIT at No-41, campus not specified).

A survey conducted by the UGC (2007) as quoted by Kesetwar (2008) reveals that:

On almost all indicators, higher education in India has urgency for up gradation.

90 percent of the colleges and 68 percent of the universities across the country are middling or poor quality.

The dropout rate among ST is maximum (61.50%) followed by SC (51.21%) and OBC (50.09%).

Another threatening situation in higher education in India has arisen due to rapid rush of private investors in the field, taking the advantage of the new world economic order. Under this backdrop the authorities at the decision-making level have to find the answer of the following questions.

What should be the optimum mix of public and private participation in this rapidly expansion phase of higher

education?

How is to measure the quality of higher education and who is to judge it-market force, NAAC or any other agency?

How to inculcate enhanced levels of accountability in higher education institutions?

Development of recent and initiatives


In the Eleventh Plan period there was proposal to set up 30 central universities, 14 World Class Universities, 160 State Universities, 5,625 colleges through development grant. At the same time the Government has taken some important steps for the cause of improving higher education in India as follows:

- The improvement in higher education is being brought through restructuring academic programmes to ensure market demands,
- Greater emphasis on recruitment of adequate and good quality teachers,
- Encountering innovation and sustaining healthy practices in the higher education system,
- Broadening the content of science and engineering programmes to strengthen fundamental concepts, improving learning opportunities and updating of learning materials etc.,
- Mandatory assessment and accreditation of higher education by the NAAC,
- Reduction of regional imbalances in higher education system by providing support to institutions located in boarder, hilly, remote and small towns as well as educationally backward areas,
- Support to SC's, ST's, OBC's, minorities, physically handicapped and girl students with scholarship/fellowship, hostel facilities, remedial coaching etc,
- Setting up of equal opportunity centers in all universities to bring all schemes relating to these groups,

- Accordance of the status of Deemed University to the Autonomous Colleges which have got ranking 'A' by the NAAC consecutively for three terms.
- Setting up of 200 community colleges in States and UTS to bridge huge demand supply mismatch for skilled workforce in the country,
- A new centrally sponsored scheme name Rashtria Uchhatara Siksha Avijan (RUSA) has been chalked out during the Twelfth Plan for incentives of State Governments to improving the higher education..
- Central financial assistance for establishment of model Degree College in each if the identified educationally backward districts where GER is less than the GER of national average.
- Conduct of All India Survey on Higher Education (AISHE) to build a robust database to assess the correct picture of higher education in the country.

Role of cost accountants in Higher Education

The higher education sector in India has recorded exponential growth particularly during the post-liberalization period. The education system which was a subject solely dealt by the Government even in the recent past has now emerged an area where private sector investment is increasing rapidly. The 21st century is the era of quality, efficiency and competitiveness. In order to survive in the long run and to win the great race between institutions there should be a new thinking in approach, innovation, etc., in running the institutions. It also claims to include best talent in the education sector having responsibility, devotion to work and effective managerial skill. The Cost and Management Accountant is specialized to evaluate the potent of every rupee invested by measuring the cost and value as well as performance achieved by the institution.



IN WEST BENGAL FOR EXAMPLE, WE FIND THAT MOST OF THE NEW COLLEGES ARE WITHOUT ANY FULL-TIME TEACHERS, AND IN SOME CASES THESE RUN WITHOUT EVEN A PRINCIPAL TOO

It is a fact that in today's competitive world cost of education and health is increasing with a galloping trend. In order to serve the students with quality education at an affordable cost the expertise of Cost Accountant will play a big role as their services in shaping our nation for inclusive growth which have already attracted the attention of our society.

It is because of the fact that Cost and Management Accountants will accommodate themselves in this situation in different roles. First of all they are capable of rendering their academic talent as Associate Professor. After acquiring seniority and gaining some sorts of research skill, they will be able to get promotion to the position of Associate Professor and finally to the position of Principal or similar other managerial position. Besides they are quite competent enough to render their professional skills as advisor on investment decisions, internal auditor, research supervisor, project coordinator or manager, performance evaluator etc. In doing the same, some important cost accounting tools and technique like, budget and budgetary control, cost benefit analysis, investment analysis, value analysis and value engineering, job and contract costing etc will be of great use. As a tax consultant they will assist the institution

as well as his fellow colleagues in tax management and tax planning. Finally as they are quite conversant in different types of audit they will equally assist the institutions in maintaining different types of accounts and preparation of audits. In fact the expertise of Cost Accountants so far is not being used adequately. Time has become ripe to the Cost Accountants to come forward to exhibit their expertise and talent, and it cannot be denied that the days are not so far when every university to going to recruit at least one cost accountant compulsorily and take the assistance of professional skill from the practicing Cost Accountants in solving their day to day problem.

Conclusion

Education is a very large canvas. Despite series of initiatives taken for planned development of higher education system in India, particularly, during the post-independent period, there are some issues that require immediate attention in order to fulfill the governing goals (the principle of expansion, equity and excellence) set for higher education across the country. If we want to improve our system to make it competitive globally, we must have to overcome the challenges as noted below:

i) The overall access to higher educa-

tion has been increased considerably, as reflected in GER figure of 18.8 percent especially during the Eleventh Five-Year Plan. But it is considered to be an over-estimated one. Even if it is right, we still have to do a lot because the world average GER is 23.2 percent as against 54.6 percent in developed countries, 36.5 percent for countries in transition.

ii) During last two Five-Year Plan higher education system has expanded rapidly. As a result, a large number of universities and colleges have been set up, but it is noticed that many of such new entities are yet to build up adequate infrastructure owing to resource constraints. If we analyze the case of West Bengal for example, we will find that most of the new colleges are running without any full-time permanent teachers, in some cases these are running without even a Principal also. Such colleges are yet to receive UGC recognition because of not attaining the minimum standard. They will not be able to qualify for NAAC assessment.

iii) As a result of liberalized policy adapted at the Government level large number of private colleges have come in to the picture; and most of them are dealing with the courses like engineering, medicine, hospitality and tourism, fashion-designing, gems and jewellery

etc. The product they have chosen to deal with has been determined by the market demand rather than by any contribution for the cause of the society. In another word, we may infer that private sector will play little role to solve the basic problems of higher education like access and equity or inclusiveness.

iv) The data supplied by the NAAC reveals that a large number of universities and colleges are still outside the process of assessment and accreditation. Among the institutions accredited, majority of them are average or poor quality (ranked either B or C grade). In order to ensure quality education in higher education institution

the guidelines suggested by the NAAC are praise-worthy and needed to be followed by the institutions properly for long-run survival.

v) Government expenditure on higher education has been increased significantly during the Eleventh Plan, which is about 14 percent of the budgeted expenditure that equals to 3.75 percent of GDP, but the same is well below, that is 6 percent of GDP. If we want to fulfill the vision of equity and inclusiveness in higher education the Government must have to invest more as the private sector investment will not promote the social security and justice what the Government can do.

However, it is heartening to say that the Ministry of Human Resource Development, Government of India is equally serious as in the Eleventh Plan and has decided to give due importance on expansion, equity and excellence on higher education in the Twelfth Plan also with more funds with definite strategy, plans and programmes. We are hopeful that the time is not far when our country will occupy a place of pride in the higher education scenario of the world.

References

1. Aganwal, P. (2006): *Higher Education in India, The Need for Change*, Indian Council for Research on International Relations, New Delhi
2. Ministry of Education, Government of India (1949): *The Report of the University Education Commission Report, 1948-49*.
3. Ministry of Human Resource Development, Government of India (1986): *National Education Policy, November, New Delhi*.
4. Government of India (2008): *National Knowledge Commission Report, New Delhi*.
5. Planning Commission, (2007): *Eleventh Five Year Plan (2007-12), Vol II, Social Sector Services*,
6. University Grants Commission, *Annual reports, various Issues, Government of India*.
7. Ministry of Human Resource Development, Government of India: *Annual Reports, Various Issues*.
8. Dr Bhattacharya, Dipak (2010): *Quality Parameters in Higher Education: Role of Knowledge Commission, West Bengal State Council of Higher Education, Dec*.
9. UGC (2006): *Chairman's Nehru Memorial Lecture, University of Mumbai, Nov. 24*
10. National Assessment and Accreditation Council (NAAC), *Annual Reports, Various Issues, Bangalore. MA*

The Cost and Management Accountant is specialized to evaluate the effect of every rupee invested by measuring the cost and value as well as performance achieved by the institution. It is a fact that in today's competitive world, the cost of education and health is increasing every day. In order to give students quality education at an affordable cost, the expertise of Cost Accountants will play a big role in inclusive growth

anantamohammishra@gmail.com



Interview

Professor Siddhartha Datta

Pro-Vice-Chancellor, Jadavpur University, Kolkata

'Cost Management vital to any sector, including education'

MA What have been the major initiatives taken during your tenure with this institution.

Let me share some information about Jadavpur University with you. The performance of our students at National and International level is really praiseworthy. The achievements of our researchers and faculty members particularly in research and development works are well known to academic community of the world. It is now one of the best five universities in

our country in terms of quality as well as quantity of research papers publication in various national and international journals of repute.


MA How do you look at the ranking of Indian Universities done by the international agencies? How relevant are their parameters for Indian institutions?

The parameters (at least a few of them) based on which the ranking is done, are not relevant in Indian context. The process does

not match with the vision and mission of Education System being followed by majority of the Universities of our country.

MA What are your views about the recent trend of adopting performance management system in education sector in India? Does NAAC play an important role in this regard?

There are no other alternatives but to adopt this system because Globalisation has already made every sector including



IF EDUCATION BECOMES A BUSINESS, QUALITY IS BOUND TO SUFFER. THE INDIAN GOVERNMENT SHOULD LOOK INTO THIS ASPECT WHILE GIVING PERMISSION TO FOREIGN UNIVERSITIES

education very much competitive. By and large NAAC plays a good role.

MA In this competitive scenario cost effectiveness is a burning issue. How do you evaluate the education sector in India in this context?

Bad Governance in public sector in education invites this method, but for private sector, it is always good because of their attitude and outlook in running those institutions.

MA Indian government provides huge subsidy in education sector, many students, inspite of being financially sound take the facility of subsidy. Do you believe an efficient and prudent pricing mechanism can solve this problem? Do you have any personal opinion on it?

Yes, it is true that Indian Government provides subsidy in education sector but that is not adequate. That malpractice is the flow of the system, which is hampering the process of providing subsidy to really poor but meritorious students. Proper mechanism should be evolved which I believe is not a very difficult task.

MA What are the basic differences you find in the teaching - learning environment under public and private education system?

It is too much regulatory but poor governance in public sector. The reverse is true in case of private sector.

MA How do you compare and benchmark the regulatory aspect and the teaching - learning environment in India with that

of the advanced countries?

It is difficult to compare because by and large Indian education system is democratic (participatory management).

MA Do you believe online education system can add value towards quality education in Indian scenario?

So far as quality education is concerned, it is not.

MA The market size of Indian education sector is increasing gradually due to the strong demand for quality education; as a result, many private operators including few foreign universities are entering into this business. Do you believe all these universities maintain the desired standard of quality education? What is your expectation towards Indian government in this context?

If education becomes a business, quality is bound to suffer. The Indian Government should look into this aspect while giving permission to foreign universities to do business in our country.

MA How proper Cost Management system plays an important role in the overall growth of education sector in India?

Proper Cost Management System always plays a good & vital role for the growth of any sector. Education sector is no exception to it.

MA Do you think present higher education system is effective for producing sensible and accomplished human being to build

our nation?

To some extent, I do believe so with enormous scopes for further development to achieve the desired goal.

MA How do you evaluate your existing faculty quality and strength of your institution?

In terms of effective participation in modern teaching learning process, excellent research and development works and active involvement in outreach programme for the cause of the society.

MA What are the infrastructural strengths and weakness of Indian education system?

Growing G.E.R. in education system itself speaks about the strength but at the same time care must be taken to address the issue of regional imbalance in this regard. Poor enrollment of students in science, technology and engineering subjects is a matter of concern of Indian education system.

MA How much change have you experienced in the Indian education scenario in past few decades? What is your opinion regarding the future panorama of education sector in India?

Lot of changes has been noticed in terms of gross enrollment ratio but at the same time, quality suffers a lot. Apart from conventional education system, skill development programme will constitute an impressive part of Indian education system in future.



Interview

'Collegial system gives the best governance'

CMA Dr. Asish K. Bhattacharyya

Advisor, Advanced Studies, Institute of Cost Accountants of India;
Professor and Head, School of Corporate Governance & Public Policy,
IICA; former Professor at IIM-Calcutta and former Director at IMI Kolkata

MA What have been the major initiatives taken during your tenure with this institution?

This question is not relevant for me at this stage.

During my tenure as the Director of the International Management Institute Kolkata (IMI Kolkata), which was the startup at that point in time, I focused on the recruitment of the right individuals in faculty, admission of students that meet the minimum threshold without setting a target for the batch size, and building the library. Of course, I was provided with excellent infrastructure. Right faculty members are those who are inclined towards research and have some research experience. Research is the hallmark of a good academic institution. Excellence is achieved through regular interactions between good students and good faculty and strong peer review of teaching and research.

MA How do you look at the ranking of Indian universities done by international agencies? How relevant are their parameters for Indian institutions?

Ranking of Indian universities by international agencies should neither be ignored totally nor should guide policy formulations for higher educations. Methodologies adopted by those

agencies are not exactly suitable for ranking Indian universities. Different international agencies use different parameters for ranking universities. Parameters include research (e.g., volume and citations), teaching environment (e.g., student-teacher ratio and ratio of doctoral students to total number of students), internationalization (e.g., collaboration with international faculty and institutions and presence of international students and faculty in the campus) and reputation (usually through survey among academicians and therefore subjective in nature). Different agencies (for examples, Times and QS) give different weights to each parameter. In addition to those basic parameters, different agencies use additional parameters, which differ among agencies. India specific rankings should not exclude the basic parameters because research, international collaboration and teaching environment are the corner stones of a good university. However, additional parameters should include infrastructure (e.g., library, IT and classrooms), opportunities provided to members of marginalized groups to access university facilities, university-industry collaboration, and contribution of the university in developing good teaching material (e.g., text books) in Indian languages. Weights to parameters should also be calibrated taking into account Indian circumstances.

MA What are your views about the recent trend of adopting performance management system in education sector in India? Does NAAC play an important role in this regard?

Performance management systems have been introduced at two levels: at the individual faculty level and another at the university level. The point system introduced by UGC is appropriate at the broad level but it has a serious drawback. It has been made watertight at sub-component level and thus, has withdrawn the faculty's autonomy to decide the work portfolio within the broad categories. This might have dysfunctional effect on faculty motivation and productivity. Workload norm is tilted towards teaching leading to inadequate allocation of faculty time to research. Inflexibility results in perverse outcome. For example, research volume has increased but research quality has deteriorated. There is a need for reforming performance management and incentive systems.

NAAC is doing a good job of rating universities. It evaluates universities in seven broad categories: Curricular Aspects, Teaching-Learning and Evaluation, Research, Consultancy and Extension, Infrastructure and Learning Resources, Student Support and Progression, Governance, Leadership and Management, Innovations and Best Practices. Universities that aspire to obtain highest rating focus on those areas resulting in the overall improvement in their academic functions.

MA In this competitive scenario cost effectiveness is a burning issue. How do you evaluate the education sector in India in this context?

Cost management results in appropriate allocation of resources to most productive uses. Therefore, although universities do not compete in the sense in which business enterprises compete in the product market, cost management is essential in the education sector for the optimal utilization of limited resources available in the sector. In a developing country like India, education sector competes with other social sectors for government funding. Funding from other sources is also limited. Best use of resources requires focus on cost management. It is true also for institutions coming up in the private sector. Unfortunately, cost management is yet to receive due attention in the education sector.

MA Indian government provides huge subsidy in education sector. Many students,

in spite of being financially sound, take the facility of subsidy. Do you believe an efficient and prudent pricing mechanism can solve this problem? Do you have any personal opinion on it?

India is a poor country. Therefore, if higher education is made accessible to everyone who is eligible for the same, the percentage of poor students will be so substantial that differential pricing will have almost no impact on university's financing. Moreover, investment in education is highly risky and therefore, as investment increases lesser number of students enroll for the same. This results in diminishing positive externalities that is created by providing higher education to large number of individuals. Higher education in a country like India should be subsidized. Differential taxation is better option than differential pricing in education at any level.

MA Please give a brief outline on governance and management system in education sector in India.

Collegial system of governance is the best governance system in higher education. Faculty should govern academics in an institution of higher learning. However, in recent times, UGC norms and governance of some top universities show signs of distrust between faculty and administration. Faculty is treated as a group of highly skilled workers and not even knowledge-workers. Consequently, the role of the faculty in governance is reducing over time. This will impact the academic quality adversely.

MA What are the basic differences you find in the teaching - learning environment under public and private education system?

Public institutions, in general provides better teaching-learning environment than private education system. This is primarily because of the approach of private promoters towards education. Most of them aim to generate surplus in a short-term, while the gestation period is generally very long. However, some private educational institutions (e.g. ISB and Shiv Nadar University) are providing better teaching-learning environment. Similarly, the teaching-learning environment in some public sector universities is quite poor. This is bound to happen with rapid expansion of higher education. UGC is making credible efforts to bridge the gap between the learning environment between a few top universities and the rest. The task is formidable.

MA How do you compare and benchmark the regulatory aspect and the teaching

- learning environment in India with that of the advanced countries?

As far as my knowledge goes the teaching-learning environment at undergraduate level in India is superior to that in advanced countries. However, the teaching-learning environment at the graduate level and at doctoral level in most universities in advanced countries is superior to that in most universities in India. This is so because India cannot match the resources that institutions of higher learning allocate to research and related activities and also their level of internationalization. There are India institutions (e.g., Indian Statistical Institute, Harish-Chandra Research Institute at Allahabad) that provide excellent teaching-learning environment in the area of Mathematics and Statistics, plausibly because research in those areas does not require high financial commitment.

MA Do you believe online education system can add value towards quality education in Indian scenario?

On-line education blended with classroom learning is the best solution to deliver high quality learning. Online education provides students to access top quality teachers and researchers across the country and across the globe. This adds tremendous learning value. However, element of classroom learning is requires to earn student's commitment and attention and to enable him to connect to the teacher. Online education also reduces cost because of lower investment and delivery cost. India does not have a large pool of high quality teachers and it aims to deliver education at affordable cost. Therefore, it should pay special attention to online education.

MA Do you think performance evaluation/appraisal of educational organizations is the need of the hour?

I agree with you that performance evaluation/appraisal is the need of the hour. Continuous improvement can be achieved only through a continuous review process. Accreditation systems and rating systems definitely helps peer review. As I have already said that NAAC is doing a good job.

MA How proper Cost Management system plays an important role in the overall growth of education sector in India?

Cost management is imperative for institutions that operate within resource constraint. India institutions of higher learning operate with resource constraint. Cost management helps to cut wastes and to appropriately allocate resources to different activities. I am not sure

whether cost management plays an important role in growth because the actual capacity in India falls short of demand. Therefore, there is always a space for new institutions. While saying so, I must mention that with cost management, institutions will be able to improve the quality of learning, and in some cases, to provide education at an affordable price.

MA Do you think present higher education system is effective for producing sensible and accomplished human being to build our nation?

Different people may define accomplishment in different ways and it may mean different things to different people. To me an accomplished person is one who holds high ethical standards and leads a happy life. Higher education cannot produce accomplished human beings in that sense. Ethical values are imbibed in early stages of life and not at the university level.

MA What are the infrastructural strengths and weakness of Indian education system?

The most important shortcoming is the lack of resources including faculty. This results in undue stress on resources and poor quality of education. In many universities, physical facilities are also inadequate. I do not see any infrastructural strength. Of-course, private universities are providing excellent brick and mortar infrastructure, but lack soft infrastructure.

MA How much change have you experienced in the Indian education scenario in past few decades? What is your opinion regarding the future panorama of education sector in India?

The higher education sector has achieved tremendous growth in the past few decades. This by itself is a great achievement as this has enabled a large segment of eligible individual to access higher education. However, the quality, on average, has deteriorated, while many institutions have maintained excellence. Next decade will see emergence of excellent universities sponsored by large industrial houses. I am sure that the emergence of those universities and continuous efforts by UGC and other regulators will enhance India's focus on research. Moreover, with increasing interest of foreign universities to collaborate with top class Indian universities, research will improve and internationalization will occur. I am quite optimist about future.

COST MANAGEMENT IN THE PUBLIC AND PRIVATE EDUCATION SECTORS

The expenditure in the education sector can be channelized with certain remedial measures for better progression



CMA Kalyani Karna
Cost Accountant,
Kalyani & Co., Delhi



The cost of education in private sector is sky rising day by day whereas the expenditure made in public education sector is not complimenting the development.

“Education is the most powerful weapon which you can use to change the world.”

—*Nelson Mandela*

India is empowered with the third largest education system after China and the United States. This education system is bedecked with more than one million schools, 35,539 affiliated colleges (private and public), 44 central universities, 460 state universities (306 public and 154 private), 129 deemed universi-

ties and 67 Institutions of national importance.

Public and private education systems

The education in India is operated both by public and private institutions. Public education sectors are managed directly or indirectly by government or

governing board appointed by government or any other public education authority.

The private education sector is directly or indirectly managed by non-government organizations or private institutions. Private higher education operates in two modes, one aided and other non-aided. The aided colleges and institutes are supposed to get up to 95 per cent of the teachers' salary bill reimbursed. However, unaided colleges and institutions rely on higher tuition fees, donations and grants. It is felt that more than 50 per cent of the higher education in India is imparted through private institutions, mostly unaided. Notwithstanding Article 30 of the Constitution, Government made continuous attempt to intrude in the procedures and policies of these unaided institutions.

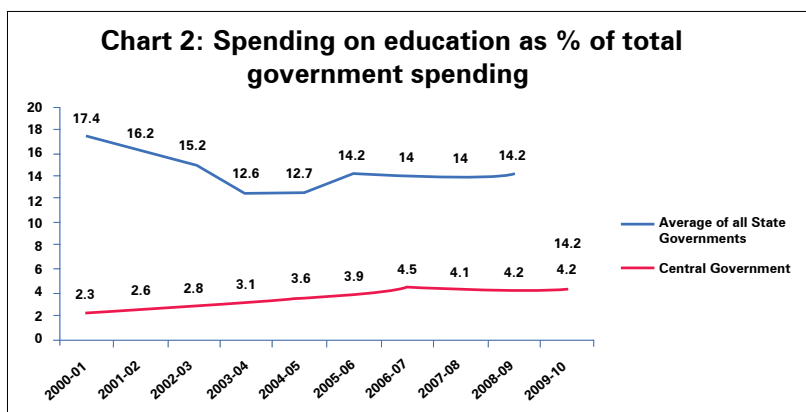
Expenditure on public education system

Public expenditure on education includes the expenditure made by government on public and private educational institutions, education administration as well as subsidies for private entities (students/households and other private entities). The education budget of the government can be segregated in these categories: elementary, secondary, university, higher and distance learning, technical education, adult education and others. About 43% of the public expenditure on education was incurred for elementary education, 25% for secondary education and the balance 32% for higher education. In the state sector, about 75% of education expenditure is for school education, of which 44% is on elementary education and 30% on secondary education. We can have a glance on expenditure made by government under XI Plan on education.

From the data shown in the table, it can be concluded that the total expenditure on the education sector has almost doubled in five years. Accord-

Details of actual expenditure under XI Plan: (Rs. in crore)					
Department of Higher education	2007-08	2008-09	2009-10	2010-11	2011-12
University & higher education	1,838.37	3,205.86	3,627.21	4,473.18	6,094.38
Distance learning, scholarships & ICT	67.66	478.21	415.48	660.59	634.25
Book promotion & copyright	8.05	9.72	10.99	12.53	14.81
Language development	150.03	171.66	134.16	142.37	160.64
Planning & administration	13.50	13.19	17.48	21.21	26.67
Technical education	1,066.79	2,833.34	3,589.26	4,046.89	5,711.23
Total	3,141.51	6,711.98	7,794.58	9,356.77	12,641.98
Department of school education & literacy					
Elementary education	17,763.91	19,477.78	20,182.15	29,264.28	32,020.50
Adult education	218.92	143.69	426.44	473.37	570.14
Secondary education	1,534.96	2,825.85	3,099.11	4,418.57	4,737.50
Total	19,517.79	22,477.32	23,707.70	34,156.22	38,091.01
Grand total	22,659.30	29,159.30	31,502.28	43,512.99	50,732.99

(Reference: Ministry of human resource development)



Source: RBI, Public Finances in India 2010-11

ing to the World Bank, the percentage of expenditure on education as of Gross Domestic Product in India was last measured at 3.17 in 2011. However it was proposed to progressively increase expenditure on education to around 6 percent of GDP.

To improve the quality of education and to support the increase in expendi-

ture, education cess was imposed on all the central government taxes. Various flagship programs like Sarva Shiksha Abhiyan and Mid day meal were introduced. The prime objective was to provide quality education to all children. With the composite efforts, the increase in gross enrolment ratio and pupil teacher ratio can be seen. The

Pupil Teacher Ratio:			
Year	Primary Schools	Upper Primary Schools	Secondary/Senior Secondary Schools
1990-91	43	37	31
2000-01	43	38	32
2005-06	46	34	33
2010-11	43	33	34

Source: Statistics of School Education, 2010-11.

Gross Enrolment Ratio (GER) at the primary level was increased to 95.7 in 2000-01 and to 116.0 in 2010-11. For the middle and upper primary level, the GER was 66.7 in 1990-91 which declined to 58.6 in 2000-01 and then gradually increased to 85.5 in 2010-11. Gross Enrolment Ratio in Higher Education has more than doubled in ten years and now stands at 19 percent and it is expected to be 30% by 2020. The statistics of pupil-teacher ratio can be seen above.

Rise in cost

Cost management is the management of costs incurred in a business in most effective and efficient way. The cost management process involves planning, collecting, analyzing and controlling the costs involved in the business.

The ASSOCHAM survey showed that the expenditure on education of children were more than 50% of the take home pay of 65% parents. The cost of education has inflated to five fold in ten years. The average school fee in rural area in March 2004 was Rs. 49 which climbed to Rs. 260 per month in 2013, according to the Ministry of Statistics and Program Implementation (MOSPI). The average private expenditure on secondary education in private schools is as high as Rs 893 per month. On an average more than Rs 18 lakh-20 lakh are spent by majority of parents in raising a child to teen graduates from high school. The cost of education of public sector has increased perceptibly. Some of the increases of public education sector can

ON AN AVERAGE MORE THAN RS 18 LAKH-20 LAKH ARE SPENT BY A MAJORITY OF PARENTS TO RAISE A CHILD TO TEEN GRADUATES FROM HIGH SCHOOL

be viewed as:

- Fee hike by 80% in IIT (from 50,000 to 90,000 annually),
- Hike in fees of Kendriya Vidyalaya by three fold, from Rs. 4,500 to Rs 12,000. (11 lakh students in 1,090 schools)

Expenditure on private education sector

The private sector has emerged as a lead player in the education sector especially in engineering and management discipline because of globally renowned institutions, better infrastructure and world-class education. The private higher education operates in two modes, one is aided and other non-aided. The private aided education sectors are obliged to admit 50 percent of the students on the basis of their merit or entrance exam and no extra tuition fees are charged from them. The remaining 50 percent seats are payment

seats which imply the admission on the basis of willingness to pay the extra tuition fee. The fee level of unaided private education sectors are higher than the public or aided private education sectors. In order to help the poor and meritorious students in pursuing their higher studies, Government of India announced a new education loan program in April 2001. This loan scheme featured wider scope of loan provision attached with numerous courses offered. It was non bank specific in nature and did not require collateral for first Rs 400,000 of the loan amount with interest rate tied 12%.

Shortcomings

The continuous rise in the cost of education is not paralleled with the quality of education. The education system is corpus of tremendous shortcomings. The fundamental problems in the education sector are participation, access, equity, quality and financing. Some of the shortcomings can be penned down as follows:

- High pupil teacher ratio,
- Poor teacher training,
- Poor infrastructure,
- Teacher absenteeism and lack of accountability,
- Highly bureaucratized system with multiple controls and regulations,
- Lack of efficiency in fund utilization,
- Outdated syllabus and inappropriate updating incorporated with inflexible structures and content.
- At present, 14.6 million students are enrolled in higher education which is expected to be 40 million by 2020. Hence 25.4 million seats will be required to cater the demand which will attract the private institutions.

Remedies

The expenditure in the education sector can be channelized with certain remedial measures for better progression, however this list is inclusive not exhaustive. Some of these measures

can be listed as follows:

- Progression of fee with grade to pay off higher grade teacher,
- Startup of schools with few rooms and gradual increase with increase in students,
- State governments must have proper guidelines for the conduct of private universities,
- Lucrative compensation package so as to lure best talents in the field of education,
- Proper teacher training schemes and program for improvement in their services,
- Launch umbrella program for quality improvement in technical education,
- Common Certification System for some standard skills. This could also save 50 per cent of recruitment and

training cost (and time).

- Simplification of government regulatory framework in private education sector and providing more operational autonomy while keeping control on quality and transparency.

Plans

At the inauguration of the 101st session of the Indian Science Congress at Jammu University in Jammu on 3rd February 2014, the Prime Minister Manmohan Singh announced the following proposals:

- Proposal to increase the annual expenditure on science and technology to at least two percent of GDP.
- Establishment of National Geographical Information System with an outlay of about Rs 3,000 crore.
- National mission on high perfor-

mance computing with an outlay of Rs 4,500 crore is on the cards.”

- A Neutrino-based Observatory is proposed to be established in Tamil Nadu at a cost of about Rs 1,450 crore.
- Government announced the institution of 25 Jawaharlal Nehru Fellowships, under which eminent scientists from abroad will be invited to work in India for 12 months over a period of three years. One lakh US dollar will be given to the fellows for three years.

Conclusion

In a nutshell, the cost of educating a student has been consistently increasing without support from credit markets. The dominance of the private sector in higher education worsens the problems of finance in higher education. It is argued that the Government of India should play a pivotal role in financing higher education. The public expenditure on higher education is made out of general taxes, which means the transfer of resources from poor to rich. Thus the public-private partnership will play an ideal role in the education battlefield where Government can act as an anchor to the sector and aims to provide equitable access to education and private sector can act as a host of better facilities, trained and qualified staff force, channeled and disciplined system and world class education.

References

- www.developmentoutlook.org
- www.ndtv.com
- www.hindustantimes.com
- www.indiatimes.com
- www.drededucation.com
- www.post.jagron.com
- UNDP, RBI
- www.tradingeconomics.com
- www.ey.com
- www.buffalo.edu 

cwakalyani@gmail.com

The dominance of the private sector in higher education worsens the problems of finance in higher education. It is argued that the Government of India should play a pivotal role in financing higher education but public expenditure on higher education is made out of general taxes, which means the transfer of resources from poor to rich. Thus the public-private partnership will play an ideal role in the education battlefield



'Effective education needs teacher-student interaction'

Dr. Sanjeev P. Sahni

Director, Center for Innovative Leadership and Change, Center for Victimology and Psychological Studies, Professor of Organizational Behavior, Human Resources and Criminal Psychology, O P Jindal Global University

Q&A

MA What have been the major initiatives taken during your tenure with this institution.

I have long been associated with this organization. I could utilize my earlier experience in various industries and assist Shri Naveen Jindal in this philanthropic activity. We as a University have the sense of responsibility for maintaining the expectations and trust of the students enrolled with us. Our faculty members continue to demonstrate a passionate commitment to maintain the highest standards of academic excellence. Since its establishment in 2009, we have grown from strength of 100 students with 12 faculty members to presently 1300 students and 120 faculty members. We expect the numbers to grow to 1800 and faculty strength to 160 in the coming year. With various challenges ahead, we expect to strive and equip the leaders of future with competence and excellence to address emerging social issues.

MA How do you look at the ranking of Indian Universities done by the international agencies? How relevant are their parameters for Indian institutions?

The system of ranking universities all over world that is conducted by well-known agencies is rigorous, robust and transparent. The ranking is based on serious tools and major weightage given to research work in indexed journals and other publications, applied teaching methodologies, curriculum, facilities etc. The parameters used are absolutely valid and universally accepted, though not many Indian Institutions feature in such rankings.

MA What are your views about the recent trend of adopting performance management system in education sector in India? Does NAAC play an important role in this regard?

Performance management system has to be transparent and must have focused objectives. At our University, we follow the KARA model. It stands for Key Academic Result Areas. KARA makes evaluation in these parameters:

- Teaching aptitude
- Research & publications
- Role in community development
- Responsibilities in administration/Institution building

The assessment is done at par with global settings and rating is done on a scale of 5.

The students' feedback and pedagogy offered by administration is also taken into consideration. The remuneration is also linked with the performance of the incumbent, and it is the best in the industry.

Presently, as per my view the educational Institute's under government control are not using this sort of assessment. Moreover, other private universities do not have such a robust system of assessment either.

The PMS as adopted by NAAC is tedious and complex.

MA In this competitive scenario cost effectiveness is a burning issue. How do you evaluate the education sector in India in this context?

Education cannot be business proposition in India.

Unfortunately some have made it a profitable business, caring less for society. Majority in India are unable to afford education for their career. On the other hand, some Institutes do not bother much for the quality of delivery but charge high tuition fees upfront.

Universities established by corporate houses have different views in regard to education and they look at it from the angle of societal development. They come up with industry-specific courses that cater for challenging economic demand. This not only becomes cost effective for the students but also increase their employability.

For example, we have established: School of International Affairs, School of Government and Public policy, School of Liberal Arts & Humanities. These offer very specialized courses having unique subjects and producing students who are cut-out for specific job sector. There needs to be more such courses taught by expert faculty members run by Institutes that are set up by corporate houses.

MA Indian government provides huge subsidy in education sector, many students, inspite of being financially sound, take the facility of subsidy. Do you believe an efficient and prudent pricing mechanism can solve this problem? Do you have any personal opinion on it?

Lack of proper accountability and responsibility in the administration of pricing mechanism in the system is the cause of ineffective use of finance provided by the government. Efficient and prudent pricing mechanism may solve the issue to some extent. Pricing has to be done in such a manner so as to have some demarcation between people who are able to afford education and those who may not be able to afford that specific education. Merit could be one parameter under consideration. Only providing subsidy may not solve the problem. It calls for proper regulation, administration and fund management.

MA What are the basic differences you find in the teaching - learning environment under public and private education system?

In most of the public education system the process of delivery is only a one way process, where a professor delivers his theory lectures, students listen and goes back home.

Private education system provides wider range of electives to choose from. Their courses, to some extent, are contemporary and updated to the need of the hour. Performance assessment of students is all round. Over a particular period, there is 50% to 70% internal assessment, and rest based on examination performance. Here the learning process is more interactive and based on solving situational crises rather than on learning theories only.

MA How do you compare and benchmark the regulatory aspect and the teaching - learning environment in India with that of the advanced countries?

We need to catch up a lot in terms of regulatory aspect of the teaching and learning environment as compared to advanced countries.

MA Do you believe online education system can

add value towards quality education in Indian scenario?

Distance education is not at all effective. It is very important that teacher – student interaction takes place in a regular manner. It is also important that peer group interaction, fellow feeling and community feelings develop among students.

I am totally in favor of classroom teaching that helps improve communication and social belongingness. Moreover, courses such as management, sciences, technology papers, that require to solve case studies, and practical issues cannot be taught through online mode or distance mode either.

MA Do you think performance evaluation/appraisal of educational organizations is the need of the hour?

Yes

MA How proper Cost Management system plays an important role in the overall growth of education sector in India?

Cost management is absolutely an important aspect for growth of education system in India. In our University we spend approximately 50% of revenue on salary of professors. Both infrastructure and intellectual content are a must in education industry. Cutting down costs on faculties or student comfort cannot work.

There is the need to take in students with right aptitude and as per merit. Further, there is also the need to categorize them into people who are able to afford the course and those who need financial help. Both the categories have to be provided education.

MA Do you think present higher education system is effective for producing sensible and accomplished human being to build our nation?

The higher education system in India needs lot of change and orientation towards producing responsible citizens of the country.

MA How do you evaluate your existing faculty quality and strength of your institution?

Already explained in point no. 3

MA What are the infrastructural strengths and weakness of Indian education system?

The infrastructure of Indian education system is pathetic. There has to be proper light, machines, workshops and other facilities that enhance learning processes.

There is also a total mismatch between industry and academia here. The industry people do not go and teach. Academic people do not come to industry to learn. Both have to move in sync.

MA How much change have you experienced in the Indian education scenario in past few decades? What is your opinion regarding the future panorama of education sector in India?

There has not been much change in public universities and not much change in teaching methodologies either. But elite private universities are doing better and improving. There needs to be proper government regulation to give permission to set up academic institutes which have the right vision and system to go academic; only business motive and profit through sale of education need to be discouraged.

AN INSIGHT INTO THE COST OF QUALITY IN HIGHER EDUCATION

Though there is no discernible end product of higher education, an all-out effort should be made to properly ascertain the cost of quality in higher education institutions so that the progress of education can be ensured



**Pranjal
Chakrabarti**

Associate Professor,
Netaji Nagar College
Kolkata



**CMA Dr. Biswajit
Bhadra**

Associate Professor,
Netaji Nagar College
Kolkata



Living in a society as a conscientious and resourceful social being is the ultimate goal of human life. However, sound judgement which is the fountainhead of responsibility and accountability is not bestowed on an individual intrinsically as a built-in trait at birth. Some guidelines/tools are deemed necessary to develop a system that will help a person to evolve and unfold as a responsible social being. Education is acceptably the apparatus which chisels the overall personality of man and leads him to attain the ultimate goal of social life. Since time immemorial, education has also been accepted as the right pathway to comprehensive amelioration and prosperity. The term 'education' has been connoted differently by thinkers across the Eastern and Western hemispheres in accordance with their individual perception. Before venturing into their observations, one should pick up some idea about the very concept of education.

Education – The Concept

The three elemental needs of human civilization i.e., food, shelter and clothing, are undeniably followed by a critical fourth, i.e., education. An essential human virtue – which establishes the harmonization of an individual with the universe – is again the very vehicle that affects the emancipation of self-knowledge vis-à-vis knowledge of the universe leading to their joyful cohesion and fruition. Under this purview, it can be well stated that education is a purposive, conscious, psychological, philosophical, sociological, and scientific process, which brings about the development of the inner self of the individual to the fullest capaciousness and also the maximum advancement of society in such a way that both derive maximum happiness and prosperity. The concept of education, as mentioned earlier, has been defined by the great philosophers of East and West varying being guided by their

own approach. A concise idea about the same has been delineated as under:

Ancient Indian concept of education

- Rig-Veda, "Education is that which makes a man self-reliant and selfless." From this viewpoint it may be stated that the Rig-Veda regarded creating confidence in the person as the only function of education.
- Upanishad, "Education is that whose end product is salvation."

What modern Indian thinkers say:

- Swami Vivekananda was of opinion that education is the manifestation of perfection already present in man. Like fire in a piece of flint, knowledge exists in the mind. Suggestion is the friction which ignites and brings it out.
- Mahatma Gandhi stated that by education he meant an all-round drawing out of the best in child and man's body, mind and spirit.
- Rabindranath Tagore observed that education is that which makes one's life in harmony with all existence and thus enables the mind to find out that ultimate truth which emancipates us from the bondage of dust and gives us the wealth, which may be ascribed by different attributes viz., power, love, truth etc. Regarding higher education it was his opinion that the highest education is that which does not merely give us information but makes our life in harmony with all existence.

Western thinkers:

- Socrates stated that education means the bringing out of the ideas of universal validity which are latent in the mind of every man.
- Plato observed that education develops in the body and soul of the pupil all the beauty and all the perfection he is capable of.
- Aristotle opined that education is the creation of sound mind in a

sound body. It develops man's faculty specially his mind so that he may be able to enjoy the contemplation of supreme truth, goodness and beauty.

- John Dewey while expressing his opinion about the concept of education made his observation that education is not a preparation for life, rather it is the living. Education is the process of living through a continuous reconstruction of experiences leading to the development of all those capacities in the individual which will empower him to control his environment and effectuate his potentialities.

From the above discussion, it appears that the field of education is so vast and varied that to narrow down the prism to a singular captivity, which all educationists would agree, is very difficult. Some educationists have dealt with only one aspect of education whereas the others have stressed on its separate nuance – all mentored by the shining ray of their life experiences. According to Idealists, the aim of life is spiritual development and from that particular observation they consider education as the spiritual process, which aims at bringing together the soul and the creator leading to self-realization. Pragmatists are of opinion that education is a process of social progress. Hence diversity in the philosophy of life helps them defining education differently. From the above, it appears that the real concept of education is not related solely to any of the above-mentioned views, rather it is their synergy. Therefore, education includes the individuals, the society, the environment, the social fabric, and the prevailing traditions. From the period of burial in oblivion up to the period of renewed acceptance of life, education has evolved into a well-structured system starting from primary schooling to higher education. In the following, an attempt has been made to demonstrate an idea about the concept

of higher education.

Higher education: The concept

In common parlance higher education means education imparted to students beyond schooling i.e., study beyond the level of secondary education. However, in the society divided on diversity, ideologies and opinions, higher education identifies different facets to different people. The observations diverge principally in terms of level or the standard of knowledge to be disseminated through institutions. Level signifies college and university teaching – learning activities. Again introducing the students to new frontiers of knowledge through any form of institutions is also considered as higher education. Through the process of higher education the intellectual power of the individuals not only increases but it also gives them the ability to comprehend a wider perspective of the world all around. In a nutshell, higher education is of vital importance for any nation as it is a powerful tool to build knowledge-based society. The report of the UNESCO (1996) International Commission on Education in the 21st Century titled 'Learning: The Treasure Within' (popularly known as Delors Commission) emphasised four pillars of education and these are:

- **Learning to know** – acquiring general knowledge at a sufficiently broad level and mastering the tools of knowledge and understanding is its focal area.
- **Learning to do** – developing the competence to deal with different situations and forming the aptitude for teamwork, is its area of involvement.
- **Learning to live together** – addressing the skills for understanding self and others; taking responsibility for participating in and contributing to society; collaborating for the common good and learning to manage conflicts, are its context.
- **Learning to be** – development of

individual potential is its point of consideration, through which it will uncover hidden talents and that is 'the treasure within'.

Notwithstanding the inculcation of the above-mentioned four in individuals and the society, the report also highlighted the following specific functions of higher education:

- to prepare students for research and teaching;
- to provide highly specialized training courses for the development of economic and social life;
- to be open to all for catering many aspects of lifelong education in the widest sense; and
- to promote international cooperation through internationalization of research, technology, networking, and free movement of persons and scientific ideas.

So to impart in-depth knowledge and broaden the intellectual powers, a dire need was felt for institutional form of learning – that is what is imparted by the colleges and universities, taking forward the legacy of Takshila and Nalanda of ancient India. Presently, the institutions of higher education include professional schools in the field of law, theology, medicine, business, technology, music, and art, besides colleges and universities. It may be noted here that in India the term 'higher education' generally refers to education at degree level and above.

In the view of Ronald Barnett (1992) there are four predominant concepts of higher education and these are as under:

- a) Higher education as the production of qualified human resources – Higher education, under this concept is considered as a process that helps the students to be absorbed in the labour market as 'products' – required as input to the growth and development of business and industry.
- b) Higher education as training for a research career – Preparation of qualified scientists and researchers is the

thrust area of this concept.

c) Higher education as the efficient management of teaching provision – This concept deals with how education helps in developing management practices which will in turn help to create better teaching-learning environment leading thereby to the improvement in quality of teaching, enabling a higher completion rate among the students.

d) Higher education as a matter of extending life chances – Under this view, higher education is seen as an opportunity to participate in the development process of the individual through a flexible, continuing education mode.

From the above viewpoints of education, a pertinent question necessarily emerges regarding the quality and cost attached to higher education. In this article, an attempt has been made to highlight a conceptual framework of cost of quality with respect to higher education in India. This article has been divided into three parts. Part I of this article deals with the concept of quality and quality education, Part II the cost of quality in higher education which is followed by Part III i.e., Conclusion.

Part I: The Concept of quality and quality education quality: The concept

Quality is a much-debated term. To relativists it is the perception of ephemeral 'beauty' of quality in their eyes. 'Objectivists' believe quality as a composition of specific attributes. Originally the term quality comes from the Latin word 'qualis' meaning 'what kind of'. Since it has got different meanings and connotations it has been referred to as a 'slippery concept' (Pfeffer and Coote, 1991). Webster's dictionary describes it, amongst others, 'a degree of excellence' and 'superiority in kind'. The British Standard Institute (BSI) defines quality as the totality of features and characteristics of a product or service that bear on its

ability to satisfy stated or implied needs (BSI, 1991). Green and Harvey (1993) have identified five different approaches to defining quality:

- in terms of the exceptional;
- in terms of consistency ;
- as fitness for purpose ;
- as value for money; and
- as a transformative.

It would not be out of place to quote here the quirky observation of Reeves and Bednar (1994) the search for a universal definition of quality and a statement of law like relationship has been unsuccessful - which brings out the very essence of quality. Garvin (1988) classified the various definitions of quality into five major groups, viz., transcendent definitions, product-based definitions, user-based definitions, manufacturing-based definitions and value-based definitions.

The contemporary view of quality places the user (often the 'customer') in a central role (Crosby, 1995). In the market-oriented society of today, the needs of the user play the pivotal role for successful delivery of services and/or products. The ultimate measure of quality resides in the perceptions of the 'customer'. This is a much more sophisticated view of quality than relying on elegant designs or devising cutting-edge systems for production and/or delivery, however it forces the supplier to confront questions that are often difficult. Who is/are the customer(s)? What are their needs, wants and desires? These are difficult enough questions of themselves, but are further complicated by the fact that the user group is generally not homogeneous, and may have a wide range of potentially conflicting requirements. And over time, these needs may change.

Adding to the myriad contemporary conceptualisation of product quality is that all areas of an organisation contribute to the final quality of the services and products produced (Juran, 1988). Poor market research may lead to offering of products/services that

not wanted, regardless of how well it is delivered. A flawed design cannot be turned into 'quality' regardless of how enviable the delivery process, is. An excellent design will appear highly variable in quality if the process tolerances are too wide, or the raw materials are of a low standard. A high quality product can be damaged during transport to the customer. A system-wide 'quality function' exists and impacts on quality. In a manufacturing context, it usually happens that, up to 85 percent of quality issues are the result of systemic factors beyond the control of individual workers (Deming, 2000). It may be inferred here that quality is primarily a management responsibility, and the operation of the entire organisation needs to be evaluated when seeking to augment quality. For a University this implies that the student perception of quality is likely to be influenced just as much by the timetable clashes, late delivery of materials, the amount of network downtime, the temperature of the classroom and the size of the tutorial class, as much as it is to be influenced by the currency of the course material.

The observations of different scholars in the context of quality notwithstanding, in a market driven economy every enterprise is required to define its chosen battlefield and competitive weapons. Today, the competitive weapons of choice for any successful enterprise, be it manufacturing, trading and service sector, are quality, cost, innovation and response times to customers. Focusing on the businesses of 1970s and '80s it is observed that traditionally managed businesses that competed with those that mastered total quality management lost markets that they previously dominated. The successful companies has vindicated that a better quality product or service, produced and delivered in a timely manner, can be less, not more expensive for the producer.

It is known that quality, cost and

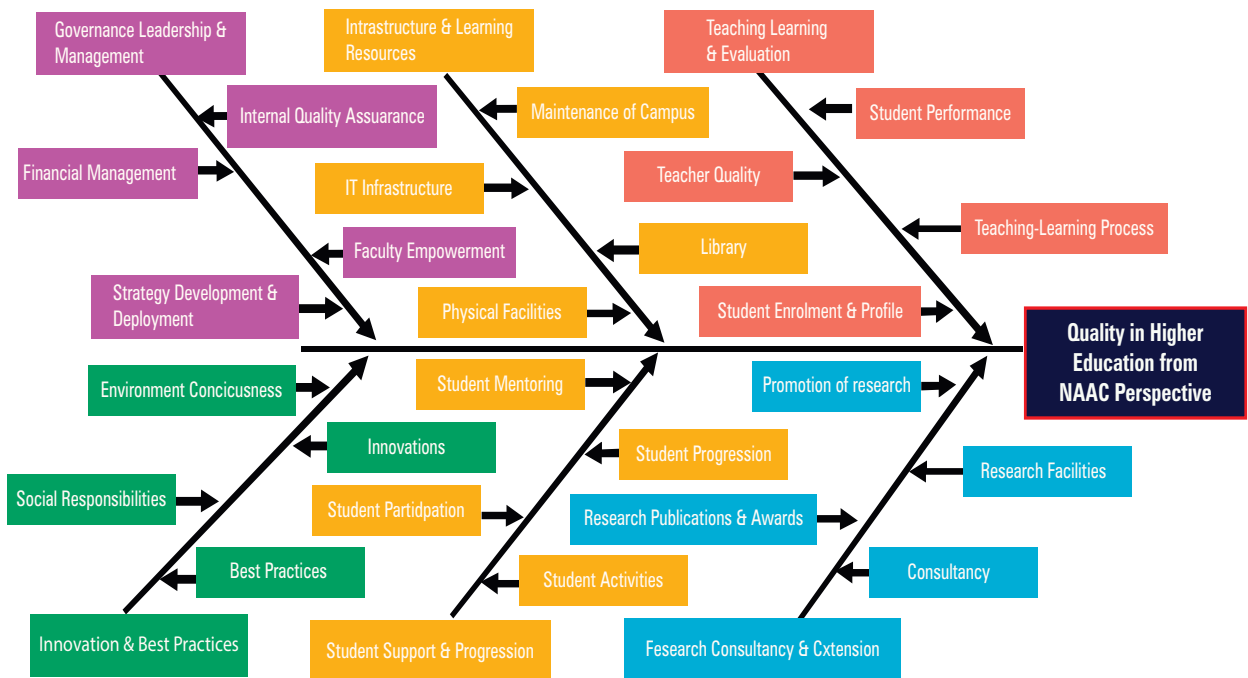
time frequently are often at conflict, necessitating trade-offs. These conflicts exist because traditional cost accounting practices do not always consider the hidden costs of poor quality. For example, an executive in the computer industry once stated to his employees that, if they catch a faulty two cent resistor before they use it and throw it away, they might lose some amount. But if they don't find it until it has been soldered into a sub-assembly, it may cost higher to repair the part. And if they don't catch it until it is in the computer, the expense may be well in excess of the manufacturing costs. Therefore it is necessary to determine the explicit as well as implicit costs of quality to protect any organization from being wound up. In case of higher education sector the same analogy applies. However before deliberating on the cost of quality of higher education it is pertinent to throw light on how quality in higher education is viewed internationally and nationally. Here in this case main emphasis has been given on external stakeholders' opinion about higher education.

Quality education: The concept

What does quality mean in the context of education? Many definitions of quality in education exist, testifying to its complexity and multifacety. The terms efficiency, effectiveness, equity and quality have often been used synonymously (Adams, 1993). Unanimity exists around the basic dimensions of quality education today. According to a report of UNICEF (2000) on 'Defining quality education', quality education includes:

- learners who are healthy, well-nourished and ready to participate and learn, and supported in learning by their families and communities;
- environments that are healthy, safe, protective and gender-sensitive and provide adequate resources and facilities;
- content that is reflected in relevant

Fishbone Diagram



curricula and materials for the acquisition of basic skills, especially in the areas of literacy, numeracy and skills for life, and knowledge in such areas as gender, health, nutrition, HIV/AIDS prevention and peace;

- processes through which trained teachers use child-centred teaching approaches in well-managed classrooms and schools and skilful assessment to facilitate learning and reduce disparities;
- issues that encompass knowledge, skills and attitudes, and are linked to national goals for education and positive participation in society.

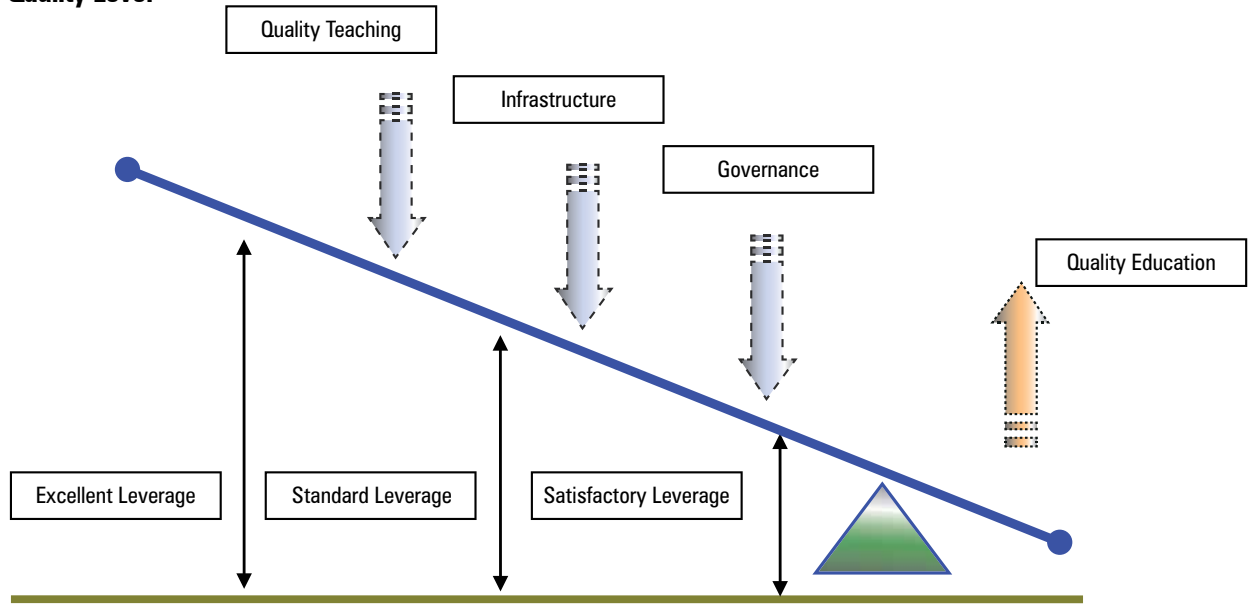
Defining 'quality education' categorically is very difficult, but its influence can be perceived. Institutions which try to disseminate quality education, is accountable to the different

stakeholders – internal as well as external and always seeks to stress on quality assurance. It is known that traditionally, external stakeholders are very much concerned with quality assurance procedures. Here quality assurance refers to the planned and systematic actions [deemed] necessary to provide adequate confidence that a product or service will satisfy given requirements for quality (Borahan and Ziarati, 2002).

At an international level, higher education has expanded exponentially over the recent decades and has come to occupy pride of place in government agenda due to several factors. These include drivers to increase the knowledge and skills-based economies, participation in higher education and social cohesion. The focus on quality for external stakeholders is driven by these

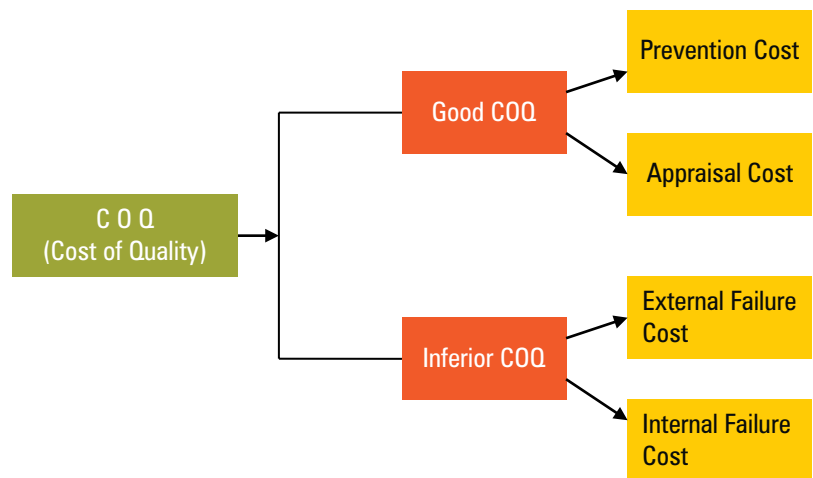
agenda and lays stress predominantly on the measurement of procedures and the extent to which they result in appropriate levels of quality (Jackson, 1996). This requires higher educational institutions to demonstrate responsible actions in their professional practices and accountability in the results they achieve with the resources used (Jackson, 1998). Elton (1992) refers to these as the quality 'As' – accountability, audit and assessment – and suggests that they are concerned with the control of quality and the people who control quality. Particular mechanisms for assurance, such as accreditation and quality audits, are usually imposed by government and other external bodies. Harvey (2005) suggests that accountability underpins these processes but under the banner of 'efficiency and

Quality Lever



effectiveness'. Avdjieva and Wilson (2002) suggest that higher education institutions are now also required to become learning organisations, where internal stakeholders also interpret and assess the quality of higher education. The emphasis for internal stakeholders is not only on quality assurance, but also on quality enhancement which aims for an overall increase in the actual quality of teaching and learning, often through more innovative practices. Elton (1992) recommends that quality enhancement focuses on quality 'Es': empowerment, enthusiasm, expertise and excellence.

Whatever may be the suggestions made by scholars for quality enhancement in higher education, as an external stakeholders many countries have national organizations with responsibility for the management of quality within higher education institutions. For example, within the UK, the role of the Quality Assurance Agency (QAA) is to inspect, audit and report on the quality procedures within institutions. In USA, the U.S. Department of Education and the Council for Higher



Education Accreditation (CHEA) (a non-governmental organization) both recognize reputable accrediting bodies for institutions of higher education and provide guidelines as well as resources and relevant data regarding these accreditors. Similarly, the Australian Universities Quality Agency (AUQA) has been established to supervise, audit and report on quality assurance in higher

education. Globally there are other external stakeholders as well. These are external stakeholders whose role is predominantly concerned with the measurement and evaluation of institutional quality assurance procedures. Such bodies are mainly concerned with the effectiveness and reliability of the quality assurance systems and processes adopted by institutions in man-

aging quality and academic standards, rather than with identifying changes in practice that might lead to enhancement.

At national level, in India, National Assessment and Accreditation Council (NAAC), an autonomous institution of the University Grants Commission whose vision is to make quality the defining element of higher education in India through a combination of self and external quality evaluation, promotion and sustenance initiatives, has designed some criteria for quality improvement of higher education. Such criteria have been presented with the help of a fish bone diagram as shown on page 56.

From the diagram it is quite clear that there are some major variables viz., teaching-learning evaluation, research, consultancy and extension, infrastructure and earning resources, student support and progression, governance, leadership and management and innovations and best practices which will help the higher education institutions to improve their quality.

Besides the above if one goes through the above variables and select three important variables it may be assumed that ultimately the quality education can be improved if due importance is given on quality teaching, infrastructure and governance. These aspects have also been shown with the help of a Quality Lever as on page 57.

From the quality lever it transpires that quality teaching plays a very important role and marked as 'excellent leverage' followed by infrastructure as 'standard leverage' and governance as 'satisfactory leverage'. Question arises why these three aspects have been chosen inspite of other factors influencing quality education? It has been observed that maximum marks have been assigned to quality teaching under the brand name as 'teaching-learning evaluation'. In this particular aspect maximum marks has been given to teaching-learning process followed

by teacher quality. Second aspect has been chosen 'infrastructure' and under this banner physical facilities, library, IT infrastructure (what the present world is banking on) score maximum. And in regard to 'governance' faculty empowerment, financial management and resource mobilization and internal quality assurance system score maximum. However, there is no such evidence that following this quality lever concept the quality of higher education can be improved. But after going through some Annual Quality Assurance Report (AQAR) of different general degree colleges situated in different parts in India it has been observed that these are the three major factors contribute significantly in improving quality education.

Part II: Cost of quality in higher education

The above discussions lead us to pertinently focus our attention on the cost of quality of higher education in India. Down the ages, it has been borne out that quality is related to satisfaction of the customers. Whatever may be the types of organizations it is imperative that organizations promote quality as the central customer value, and consider it to be a critical success factor for achieving competitiveness. Any serious attempt to improve quality must take into account the associated costs since the objective of continuous improvement programmes is not only to meet customers' requirements, but also to achieve it at the lowest cost. This can only happen by reducing the costs needed to achieve quality, and the reduction of these costs is only possible if they are identified and measured. Therefore, measuring and reporting the cost of quality (CoQ) should be considered a critical issue for administrators.

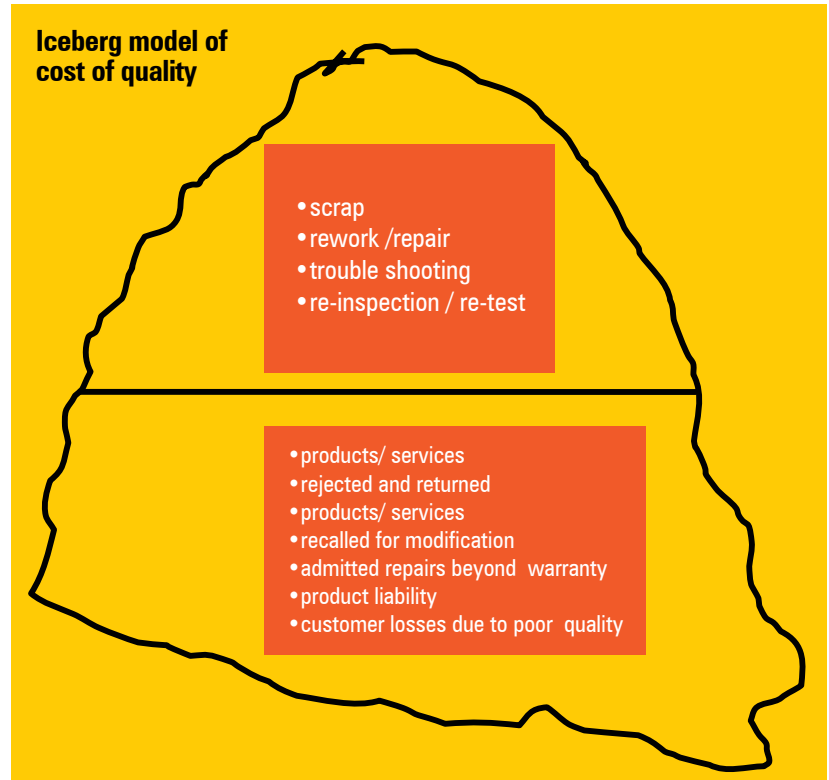
In case of the higher education sector, identification of costs is possible because of the specificity of most of the items. However there are some items whose costs cannot be directly

perceived, yet they have a great impact on society. They are the 'hidden cost' which the society bears and by nature are very difficult to identify. Classification of cost in higher education will disintegrate it to two major elements viz., direct and indirect like that of other organizations. In case of higher education in comparison to direct cost the cost of indirect cost is larger and necessary techniques need to be adopted to control the same. After identifying the costs it is necessary to know about the measurement of cost of quality (CoQ). This is necessary since maintainance of quality is a strategic imperative in this market driven economy. Otherwise if there is failure to meet minimum quality such organization will not be able to compete with other organizations resulting in its inevitable closure.

Generally CoQ is a measure of what an organization is spending for its overall quality. It can be viewed as the difference between the actual cost of manufacturing and selling the products/services and the cost if there had been no failure of such products/services during manufacture and/or use. In that way CoQ can provide a very useful tool to change the way an enterprise thinks about errors. CoQ is usually understood as the sum of conformance and non-conformance costs as defined by Philip B. Crosby in his book *Quality is Free*. According to Crosby cost of conformance is the price paid for prevention of inferior quality (for example, inspection and quality appraisal) and cost of non-conformance is the cost of inferior quality caused by product and service failure (for example, rework, repairs, returns etc.). In other words cost of good quality is considered as cost of conformance, whereas cost of inferior quality is non-conformance cost. Again cost of inferior quality is the summation of internal failure cost and external failure cost, whereas appraisal and prevention cost come under the purview of cost of good quality. This aspect has

been presented below with the help of the diagram on page 57.

Internal failure costs are the costs of not meeting customer requirements. These costs are easy to identify and many accounting systems already track them. They are incurred to fix or dispose of the defective items before those are sold. On the other hand cost external failure or lost opportunity is the cost that represents the lost profits associated with not meeting external customer requirements. This costs inter alia lost profits from cancellation of orders and loss of market share. Examples of costs of internal failure are costs relating to rework or repair, re-design, delays, trouble shooting, re-testing, re-inspection, shortages etc. and costs of external failure are complaints, customer service faults, products/ services rejected and returned, repairs and replacements and/or added services provided under warranty, product liability, customer losses due to poor quality, losses arising out of reductions in sales, costs of environment etc. Now so far cost of prevention is concerned it is the cost to ensure that customer requirements are met. It is associated with managing quality systems. These are incurred prior to or during production to prevent defective units of output. This is a necessary cost of error prevention. Appraisal costs, on the other hand, are to be incurred by the organization to ensure that the work processes are producing output that meets customer requirements. Here the term refers to both internal and external customers. These are incurred during and after production, but before sales, to identify defective items. Unlike preventive actions, appraisal actions do not reduce the number of errors. They only detect a higher percentage of errors in output before it is delivered to the customer, Hence, this is the cost of error detection. The examples of preventive costs are the costs incurred in connection with quality planning, capability evaluations, review



of new product, quality education and training etc. and inspecting and testing purchased goods/services, field testing etc. come under appraisal costs. In this connection it is pertinent to mention that since prevention cost and appraisal cost are a function of managerial discretion, they are referred to as voluntary costs. It is the duty of the management to make direct decisions about the current funds to be budgeted for these voluntary costs. On the other hand investments to manage non-conformance or failure cost may not be directly controllable by management. If additional resources are allocated for prevention and appraisal activities, quality improves and non-conformance costs tend to decline.

Besides the above costs there are myriad of other costs relating to quality however very difficult to measure and such costs are encapsulated under the name 'iceberg model of cost of quality'. Under this model several costs

comes such as – costs relating to scrap, rework, trouble shooting, re-inspection/re-testing, rejection/returned, recalled for modification, admitted repairs beyond warranty etc. Some of the above costs appear on the surface of the water and major number of costs will remain under water. A diagrammatic presentation has been made below to have an understanding of the same. In this connection it is necessary to mention that such costs are mainly related to the manufacturing organization.

Iceberg model of cost of quality

In case of identifying and maintaining quality of cost in higher education there is close relation with the above mentioned costs. In case of cost of conformance (both prevention and appraisal) and cost of non-conformance (both internal and external) in higher education it is ascertainable in case of government as well as government aided institutions. Because those costs



A PROPER UNDERSTANDING OF GAIN OR LOSS SHOULD BE CONSIDERED AS COST DRIVERS WHICH WILL BE OF GREAT HELP TO THE ADMINISTRATOR FOR BETTER COST CONTROL

involve salary component, depreciation of fixed assets, costs of laboratory, maintenance, chalk, duster, electricity etc. But if the output of higher education institutions i.e., passed out students are not properly placed or even after their placement they are unable to ensure quality services to the clients, the cost of non-conformance (which is intangible in nature) arises. From the view point of society here the conformance cost is high but the non-conformance costs are excessive in comparison to conformance cost, in the long run. The high non-conformance cost in India may be ascribed to the dense population of the country, where in order to increase the gross enrolment ratio, the college administration, more often than not, may be in a position to admit not-so-high quality students and therefore compromises with the quality. Consequently, the cost of poor quality increases resulting in higher conformance as well as non-conformance cost.

Now so far as iceberg model of cost of quality is concerned in case of higher education there are several costs however not exactly identical with manufacturing organizations. The names of such above the water and below the water costs may be building maintenance cost, laboratory cost, audit cost, not-proper-delivery of quality service to the students by the teacher cost etc. and under utilization

cost of infrastructure, cost of drop out students, cost of creating lost goodwill etc. respectively.

Besides, another important CoQ model merits mention, that is, the P-A-F classification developed by Armand Feigenbaum in 1956. Here P stands for prevention costs, A for appraisal costs and F for failure costs. Prevention costs are associated with actions taken to ensure that a process provides quality products and services, appraisal costs are associated with measuring the level of quality attained by the process, and failure costs are incurred to correct quality in products and services before (internal) or after (external) delivery to the customer. If P-A-F is applied on the costs of higher education, computation of prevention cost and appraisal cost is possible, but failure costs for plenty of government and government aided educational institutions becomes very difficult to determine. But it should be kept in mind that the basic assumptions of the P-A-F model are that investment in prevention and appraisal activities will reduce failure costs, and that further investment in prevention activities will reduce appraisal costs.

The importance of opportunity and intangible costs has recently been highlighted. Intangible costs are costs that can be only estimated such as profits not earned because of lost

customers and reduction in revenue owing to non-conformance. In case of higher education in India the opportunity and intangible costs cannot really be ignored. It has been observed in many institutions that the drop out rate among the students has increased alarmingly resulting in so called profits not earned because of lost customers and reduction in revenue owing to non-conformance which signifies opportunity and intangible costs. It has also been observed that in India, in government sponsored education institutions, improper utilization of infrastructure i.e., installed capacity, inadequate and poor delivery of service to the customers i.e., students are quite prevalent. Hence, a proper understanding of gain or loss should be considered as cost drivers which will be of great help to the administrator for better cost control.

From the discussions made so far it appears that identification of cost and cost of quality in higher education is very complicated and difficult to compute. One of the important items is the determination of cost of output because of the fact that there is no discernible end product of higher education as the transformative process continues to make an impact after the completion of the same. Be that as it may, an all-out effort should be made to properly ascertain the cost of qual-

ity in higher education institutions so that the progress of education can be ensured.

Part III: Conclusion


Every function, and every individual pertaining to that function, has a set of customers. Each of these customers has a set of spoken and/or latent needs or requirements. The focus on the customer-supplier relationship is crucial to any attempt to improve quality. This recognizes that every participant in the process is at some stage a customer or supplier of someone else, either inside or outside the organization. In case of higher education there is no exception to it at present. Students are the customers and it is the primary task of every higher education institution to disseminate quality education in such a way so that they can be saleable in the market. Globally, under this framework there is an increasing interest in quality and standards, reflecting both the rapid growth of higher education and its cost to the public and the private purse. Therefore quality cost programme should be designed in such a way so that the administrators can extend maximum support for reasonable

assurance of success and ensure continuing good news in progress reports.

References

1. Adams, D. (1993). *Defining educational quality. Improving Educational Quality Project Publication #1: Biennial Report*. Arlington, VA: Institute for International Research.
2. Avdjieva, M. and Wilson, M. (2002) *Exploring the Development of Quality in Higher Education. Managing Service Quality*, 12(6), 372-383
3. Barnett, R (1992), *Improving Higher Education: Total Quality Care*, Open University Press, Chinese Edition, P- 240
4. Borahan, N. G. and Ziarati, R. (2002), *Developing Quality Criteria for Application in the Higher Education Sector in Turkey. Total Quality Management*, 13(7), 913-926
5. BSI (1991), *Quality concepts and related definitions, Quality Vocabulary Part 2*, London
6. Daunorien, A. (2011) *Measuring Costs of Quality in Higher Education, Economics and Management*, 16, 721
7. Demin, E.W., (2000) *The New Economics for Industry, Government, Education (2nd ed.)*. MIT Press.
8. Elton, L. (1992) *Quality Enhancement and Academic Professionalism. The New Academic*, 1(2), 3-5.
9. Garvin, D.A. (1988), *Managing quality*, The Free Press, New York
10. Green, D. and Harvey, L. (1993), *Defining quality. Assessment and evaluation in higher education*, 18(1), 9-34
11. Harvey, L. (2005) *A History and Critique of Quality and Evaluation in the UK. Quality Assurance in Education*, 13(4), 263-276
12. Jackson, N. (1996) *Internal Academic Quality Audit in UK Higher Education. Part I: Current practice and conceptual frameworks. Quality Assurance in Education*, 4(4), 37-46
13. Jackson, N. (1998) *Internal Academic Quality Audit in UK Higher Education. Part III: The idea of 'partnership in trust'. Quality Assurance in Education*, 6(1), 37-46.
14. Juran, M.J. (1988), *Juran's Quality Control Handbook*, McGraw Hill
15. McKay, J. and Kember, D. (1999) *Quality Assurance Systems and Educational Development. Part 1: The limitations of quality control. Quality Assurance in Education*, 7(1), 25-29.
16. Pfeffer, N. and Coote, A. (1991), *Is Quality Good for You? A Critical Review of Quality Assurance in the Welfare Services*, Institute of Public Policy Research, London.
17. Reeves, C.A. and Bedner, D.A. (1994), *Defining quality: Alternatives and Implications*, *Academy of Management Review*, 19(3), 419-45.
18. Stumpf, S.E., (1966). *Socrates to Sartre: History of Philosophy*, New York: McGraw-Hill Book Company

Websites

19. www.oecd.org/edu
20. <http://ctb.ku.edu>
21. <http://answers.mheducation.com>
22. www.unicef.org/education 

pc_nndc@rediffmail.com
biswajitbhadra09@gmail.com

Students are the customers and it is the primary task of every higher education institution to disseminate quality education in such a way so that they can be saleable in the market

OPPORTUNITIES FOR CMAs IN FEE FIXATION

It is for our Institute, to take up the matter with the Government and try and bring about this change – a change not just in the fee fixation model but in eliminating inefficiencies in costs. It is also felt that the Institute can certainly plead for introduction of Cost Audit because the fee fixation is essentially cost driven



**CMA Shirish
Raibagkar**

Professor, Institute
of Business
Management and
Rural Development,
Ahmednagar



Fees of educational institutions are regulated by the Government in most of the cases. This control is exercised through linking the fees with “Costs incurred.” However, it is a matter of great surprise that there is no role of CMA in the entire fee fixation process despite cost being the primary basis for fee fixation. Education is a service consumed by the public at large. While there is Cost Audit for other number of widely consumed services or products what keeps education out of the purview of Cost Audit is not really understood. The article discusses the current fee fixation process with the aim of highlighting the need for an active role of CMA’s in the field of educational cost ascertainment, control and reduction.

Before we discuss this issue, let us quickly ponder over some basic features of education and the educational system in India:

a. Importance of education in general and in current Indian context

The official website of Andhra

Pradesh Fee Regulatory Committee (APFRC) quotes – “Education is the most powerful weapon which you can use to change the world.” These days we often hear politicians and leaders highlighting the term Demographic Dividend. But just having a high percentage of younger population is not enough. They need to be above all educated well to lead to any kind of tangible and positive development.

b. Role of private educational institutions

It is a well known fact that the Indian Government has been relying heavily on participation of private sector in the field of education. As per UGC’s Annual Report 2010-11, out of the total 33023 colleges on its register, as many as 76% were from the private sector and only 24% were from the Government sector.

Role, impact and magnitude of fees in private education

a. Role and impact of fees in private education

Fees directly affect the access to edu-

cation. Very few, who are highly intelligent are able to secure admissions in Government Colleges. Further those who are rich are able to get into autonomous private educational institutions like the IIPM by paying relatively high fees. But a vast majority, those who are neither highly intelligent nor are very rich, have to join the private educational institutions. Hence it is important to understand the fee fixation dynamics of these institutions.

Higher the fees, lesser number of students would get access to education unless they are able to get support from Government schemes of scholarships based on caste, levels of income etc. Such a situation has created a different social structure. The middle class is feeling the heat. Since it is the middle class it doesn’t have the capacity to bear the expenses on its own, nor is it eligible to claim any benefits from the Government on the basis of monetary criteria. Thus a huge chunk of the population in the middle class is being deprived of higher and better education.

Table 1 - Indicative estimation of magnitude of fees fixed for AY 13/14 by Fee Fixation Committee, Maharashtra for higher educational courses run by Private Unaided Educational Institution

Course	No. of Colleges	Ad hoc Fees per student	Standard intake of Students	Fees fixed in Rs.Cr.p.a +	Total students intake
M.E.	180	59250	60	63.99	10800
B.E.	358	53320	1440	2748.75	515520
MBA	403	71110	120	343.89	48360
MCA	155	59250	180	165.31	27900
D.Pharm.	179	41470	180	133.62	32220
B.Pharm.	155	64610	240	240.35	37200
M.Pharm.	115	100730	60	69.50	6900
Polytechnic	386	33860	1440	1882.07	555840
PGDM	103	71100	120	87.88	12360
MD/MS	12	520930	60	37.51	720
MBBS	13	353900	450	207.03	5850
PG Dental	15	185220	60	16.67	900
BDS	22	159260	400	140.15	8800
Total	2096			6136.72	1263370

It is quite possible that higher fees may be extracted by colleges without providing for matching quality. This is because generally the basis for fee fixation is cost. These costs may contain inefficiencies and wastages given the fact that many such organizations are run and managed as Trusts or Cooperatives, many of which may be lacking professional management. In such a case Government ends up paying substantial amounts to private colleges as scholarships without any burden on the colleges to deliver quality commensurate with cost. In other words, substantial Government funding is directly channelized into non-productive areas if the fees are higher.

b. Magnitude of fees

Fees of private unaided colleges are determined by Fee Fixation Committees that are appointed by the State Governments. These committees are known by names like Fee Regulatory Committee or Admission and Fee Regulatory Committee or Shikshan Shulka Samiti. To understand the magnitude of fees that are fixed by such committees every year, we have taken some actual and estimated numbers in respect of fees fixed for private unaided colleges in the state of Maharashtra for Academic Year 2013/14. The numbers given below in Table 1 are based on information as per website of Shikshan Shulka Samiti, Maharashtra and use of estimates is indicated in the explanatory notes.

+ Fees fixed in Rs.Crores p.a. = (Number of colleges x Ad hoc fees per student x Standard intake of students)

Explanatory notes for the Table 1, estimation and interpretation

1. The table aims at providing only an indicative estimate of the magnitude of fees fixed by the Fee Fixation Committee. The Maharashtra Committee, for higher education alone, fixes fees of around 1.26 million students studying

TABLE 2: FACTORS IMPACTING FEE FIXATION

ENVIRONMENT	FACTORS IMPACTING FEE FIXATION
INTERNAL	<ol style="list-style-type: none"> 1. Salary Costs 2. Other Administrative Costs 3. Financial costs like interest 4. Depreciation 5. CAPEX
EXTERNAL	<ol style="list-style-type: none"> 1. Overall market position 2. Competition from other colleges 3. Compliances of norms of regulatory bodies

in 2096 colleges that is of a magnitude of around Rs.6000 crores per annum.

2. This calculation has been done on a most conservative basis. Actual fees fixed of most of the colleges is much more than the ad-hoc fee figure, which is generally the lowest fee that is allowed to be charged in respect of a newly started course. Similarly the students that have been assumed are considered at the minimum of standard intake that is sanctioned. Actual sanctioned intake would be more than this. Further a number of small volume courses in terms of total fees like Nursing, Unani, Ayurved, Architecture etc have not been included in the above calculation for the sake of simplicity.

3. One can safely add another Rs.1000 crores for the exclusions and conservatism stated above. Thus, one can arrive at an indicative estimate of the magnitude of fees fixed by the Fee Fixation Committee of Maharashtra every year in respect of higher education provided by private unaided educational institutes. This number comes to approximately Rs.7000 crore per annum.

4. At this same rate of Rs.7000 crore per annum, even if one considers only 10 such committees throughout the country, the total quantum of fees fixed by the Fee Fixation Committees in respect of private unaided educational institutions for higher professional education alone works out to Rs.70000 crores per annum.

Because of use of estimates the actual number may vary to some extent,

yet the number gives us a fair bit of an idea of the magnitude of money involved.

Understanding the present fee fixation system

One can identify certain broad elements from both the internal and external environment that are generally taken into consideration by private colleges while claiming their fees. These are presented below in **Table 2**.

The existing fee fixation model adopted by Private Unaided Educational Institution

References to the websites of various state governments like Maharashtra, Gujarat, Madhyapradesh, Andhrapradesh and others reveal the following broad features of the existing fee fixation models for private unaided educational institutions –

1. Fees are generally fixed every year based on proposals submitted by the Colleges to the Fee Fixation Committees. The key element of the proposals is annual financial accounts that are audited by a Chartered Accountant.

2. These Committees are assisted by office bearers who broadly manage 2 types of tasks – a. checking of fee proposals and putting up these for the approval of committees and b. administrative tasks

3. The fee fixation (fee fixation) models are essentially cost based models. The fees can vary significantly from college to college. For example amongst the 325 Engineering col-

leges in Maharashtra whose fees have been finalized for AY 2013/14, lowest is Rs.24,800/- whereas highest is Rs.1,20,000/-. No profiteering is allowed. Overall the formula is quite simple. "Total Cost" divided by number of students is the fees per student. This is OK for the Institutions as most of them are formed as "Charitable Trusts" with no profit objective.

4. The cost that is generally considered is the historical cost. In some cases it is adjusted for inflation. For example, when fees are fixed for Academic Year 2013/14, costs of 2012/13 based on audited accounts, are considered and are adjusted for inflation. Similarly depreciation is allowed on the basis of standard accounting principles of historical costs of fixed assets.

5. Generally finance costs like interest in any form are not allowed while calculating the fees. The logic is that it is the responsibility of the Management of the Institutions to provide for the infrastructure from their own funds (that is the Trust corpus.)

6. Most of the State Committees are in the nature of judicial authorities constituted under some kind of statute passed by the respective States. They rely on the information submitted by the colleges and also financial statements certified by the Chartered Accountants. They also have a grievance redressing mechanism in case either the Colleges or the students are aggrieved by the price (fees).

Evaluation of the model: Pros and cons

The fee fixation model as discussed above have the following merits –

1. From a regulatory point of view, where the State feels that it is important to exercise some kind of control over the price charged for a basic service like education, it is a good mechanism with a logical and well accepted framework. The logic of the fee fixation model is quite simple. You incur a cost and you recover it in the form

of a price from your customer. If you employ a teacher, it is up to you to pay him Rs.10,000/- per month or Rs.1,00,000/- per month. In either case, whatever you pay, will be reflected in your price.

2. The fee fixation model tries to take care of interests of various groups like colleges, students and those employed in the colleges. For example, if in an year, the college pays salary arrears of 6th pay commission, these are allowed as an additional element in the price or fees to be paid by the students. At the same time there are provisions for incentives for quality initiatives like Accreditation etc.

3. Over the last 5 years or so, the Committees have been able to develop some kind of standardization in the fee fixation model. There are standard formats, formulae, guidelines, procedures etc. These are disseminated on the web-sites and are known to all concerned. Whatever decisions are taken, are documented in the form of minutes of the Committee meetings and are also displayed on the web-sites. Thus, despite being a Government regulator, there is a visible attempt to maintain some kind of transparency.

However, the fee fixation model has got some limitations:

1. From the student's point of view, he has to take the price, that is, fees based on the cost. No doubt, he has the choice to opt for the college of his choice depending on various factors including the price, yet, there is no guarantee that despite choosing a high-priced college he will get good quality. An un-informed or ill-informed student can find himself at a college where he might discover that there is hardly any correlation between the price charged and the value delivered. This is not to be construed as a generalization, but this is also not an exception. When you have a brand called "Philips" you make a conscious and well informed decision that for the

relatively high price you are assured of good quality in return. That is not the case here because of the pure accounting approach to price determination. There are commodities like sugar or petrol whose prices are determined primarily on the basis of costs. But education is not like sugar or petrol.

2. While the fee fixation models are essentially driven by "cost", the basis of cost is financial audit and not cost audit. With some exceptions, the costs are taken as per the financial statements that are audited by Chartered Accountants. There can be cases, where costs are incurred exorbitantly or they are incurred because of inefficiencies, yet they are assuredly converted into price in the form of fees. With the very limited kind of infrastructure that is available with the Fee fixation Committees, it cannot be expected that they will go into very finer details of the costs particularly when they have to fix the fees of something over 2000 colleges (as stated earlier) in a few months time. This being the case, the colleges are in a way assured that whatever be the cost, they can recover it in the form of price. Of course, if the price is too high, students who are in a position to exercise a choice and who are willing to take some pains can decide not to choose such colleges. But if we consider students from the semi-urban and rural areas, they more or less, are price takers despite the fact that the costs may not fully represent the value which they are getting. Thus, one gets a feeling that accepting costs on the basis of financial audit is somewhat misplaced.

Possible improvements in the fee fixation model

The key issue is to explore the possibility of linking the price with value rather than cost. Admittedly, the issue of determining and quantifying value that too of a service like education is a highly subjective matter. Yet, we can

definitely try to make an attempt.

Presented below are two figures. **Figure 1** depicts the approach of existing model. **Figure 2** portrays the proposed model of fee fixation.

Features of the proposed model –

1. Here it is proposed to make the students a part of the price determination process. Some people may argue that students might have very limited knowledge about the commercial aspects of fee fixation. Well, this is only a doubt. Today's students are well informed and with a little bit help they would be easily able to understand the numbers and calculations, more importantly, because it is the price which they have to pay. This participation from the students in the fee fixation will bring more transparency and accountability. Colleges would be more judicious and vigilant with their spending because they will have to convince not any other 3rd person but the students who are the customers themselves. If one views the existing fee fixation model, it is quite apparent that the students, who are the actual consumers, have very little say as regards the cost and the price. The students will know exactly how much salary is being paid to each of the faculties and what value in return he is getting for the same. This in turn will put pressure on the faculty members to improve quality of their service. The basic idea of this model is to eliminate all kinds of gaps due to lack of information. If the students are equipped with full information and also have participation, in-efficiencies in the costs would significantly get eliminated. Thus, the proposed model is a "participative" kind of model.

2. Another important change that is proposed in the fee fixation model is the substitution of financial audit with cost audit for the purpose of fee fixation. Financial audit suffers

Figure 1 - The existing fee fixation model of private unaided private colleges

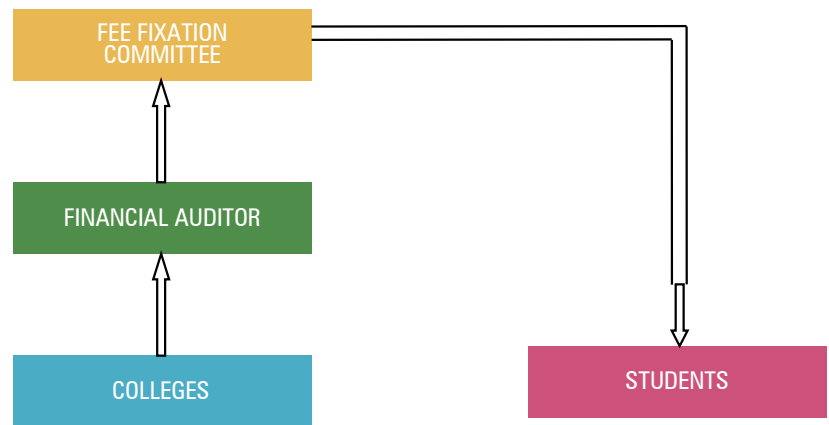
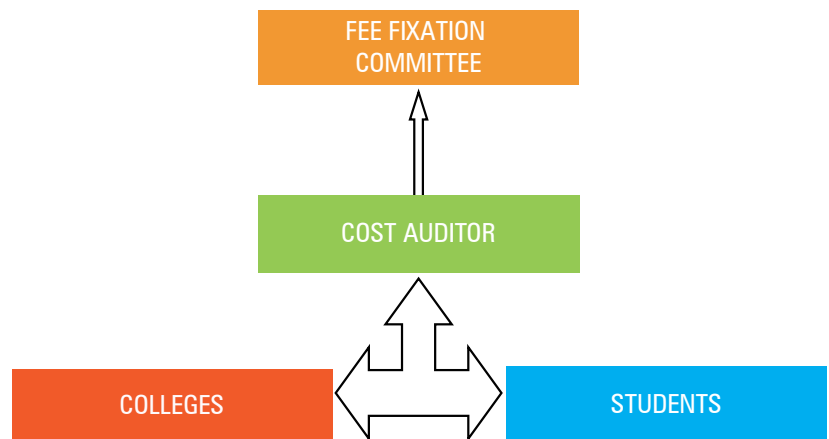


Figure 2 - The proposed fee fixation model for private un-aided private colleges



from some obvious limitations as discussed in earlier paragraphs. On the other hand, cost audit looks at costs from angles of efficiency and propriety. It would be worthwhile to understand the basic differences between the two types of audit. The purpose of the financial audit is to report on the profit and loss account and balance sheet as to whether they show true and fair view of the business or not. The purpose of the cost audit is to certify that wheth-

er the expenditure incurred on the production of items (or rendering of a service) has been incurred prudently or not. The financial auditor has to comment upon the accuracy of the transactions recorded and the cost auditor has to comment upon the correctness and judiciousness of the decisions taken in production of items (or rendering of services). Thus where the cost of a particular product or service is a sensitive issue, cost audit plays an important

role. It emphasizes prudence in spending. This aspect is altogether missing in financial audit. Cost audit would analyze the costs in much more details and would provide useful data that can be actually used to reduce the costs. It would be unfair if keeping in view the interests of the students alone, the fees are reduced in an ad-hoc manner. This would leave the colleges in losses as the revenue would not be sufficient to cover the costs. But cost audit helps us to identify and eliminate costs that are actually a waste and if this is done, both the students and the colleges would be happy.

3. The role of the Fee Fixation Committee under this model would be more of a policy formulator. Once the cost auditor certifies the fee calculation, the same can be forwarded to the Fee Fixation Committee and they can officially declare those by following their procedures. They can continue to play their role of the judiciary and act as a complaint redressing agency.

Opportunities for CMAs

CMAs can play an important role in this entire issue. Following areas can be identified –

1. Fee fixation model design
2. Fixation of guidelines /standards for fee fixation
3. Model refinement and improvement
4. Designing appropriate and practical costing systems that can facilitate cost audit
5. Suggesting systems for cost control and cost reduction
6. Annual cost audit
7. Nomination as a member of the Fee Fixation Committees

Cost Audit in education

Following points justify a serious thought to the introduction of cost audit in education –

1. The magnitude of fees fixed every

The price of a product or service should be based on value rather than cost. And the contention that costs that are certified through a financial audit cannot be the basis of fee fixation

year in respect of private unaided educational institutes is significant. As estimated earlier in the article, on a conservative basis it can be around Rs.70,000 crore per annum.

2. Education no doubt is always a strategic sector. But given the current demographic profile of India, it is of paramount importance to deal with this sector with high sensitivity and responsibility.

3. Financial audit suffers from some serious limitations that have been spelt out earlier. These can be taken care of by cost audit.


4. Further both cost and quality are strategic issues related with education. These 2 issues are independent and also interrelated with each other. Role of cost audit would not be restricted to mere fair cost ascertainment. But it is expected that cost audit can influence and improve quality of education. Just like Activity Based Costing is not restricted to accurate measurement alone of Overhead cost. ABC also has the potential to

explore non-value adding activities and thus provides useful inputs in the direction of improvement of quality as well. Through cost audit one can calculate various performance ratios and bring about quality improvement. For example, one can make a comparative assessment of colleges on the basis of ratio of the average salary of students placed and average fees charged.

Conclusion

Education is a widely consumed service. Quality of education affects quality of life. In a country like India, fee fixation of education is very much regulated but through financial audit. Price of a product or service should be based on value rather than cost. And basically, the contention is that costs that are certified through a financial audit cannot be the basis of fee fixation of a service. It is felt that with the kind of structural changes that have been proposed in the new model, fee fixation of education in the private un-aided sector can move towards value. It is for our Institute, to take up the matter with the Government and try and bring about this change – a change not just in the fee fixation model but in eliminating inefficiencies in costs. It is also felt that the Institute can certainly plead for introduction of Cost Audit because the fee fixation is essentially cost driven.

References

1. www.afrc.ap.nic.in, website of Andhra Pradesh Fee Regulatory Committee (AP-FRC)
2. Annual Report, UGC 2010-11
3. www.sssamiti.org, website of Shikshan Shulka Samiti (Maharashtra)
4. Guidelines of Fee Fixation Committees of Gujarat, Maharashtra, Madhyapradesh, Andhrapradesh as displayed on their respective web-sites 

shirishraibagkar@gmail.com

CLASSIFICATION AND ANALYSIS OF COSTS IN HIGHER EDUCATION

The cost of an educational institutes is often expressed in terms of total cost to indicate the value of the total resources used. But unit cost is more useful for controlling and evaluating purposes. Unit cost of education is the cost per unit, i.e., per student, per course, per institute, per teacher



Dr. Anirban Ghosh
Assistant Professor of
Commerce
Netaji Subhas Open
University, Kolkata

The Wood's dispatch actually laid the foundation of present India education system. With the introduction of Wood's Despatch in 1854, the whole system of education changed in India. It emphasized on the education of the masses and announced the duty and responsibility of the Government to provide education for the people of India. The National Policy of 1968 (Government of India) marked a significant step in the history of education in post independence India. Now "education for all" is the mission of the government. Today the Indian education system is divided in to the following levels:

Pre-Primary: It consists of children of 3-5 years of age studying in nursery and kindergarten.

Primary: This level includes the age group of children of 6-11 years studying in class I to class V.

Upper Primary: In this level, children study in classes from VI to VIII.

Secondary: It includes students studying in class IX and X.

Higher Secondary: It includes the students studying in class XI and XII.

Undergraduate: The students have to pursue the graduation degree. This is entry level of higher education in our country.

Postgraduate: After completing graduation a student may pursue for post graduate degree.

India's higher education system is the world's third largest in terms of students, next to China

and the United States. Universities and its constituent colleges are the main institutes of higher education in India. But the educational expenditure as percentage of public expenditure is not encouraging. The educational expenditure as percentage of public expenditure was 13.63% in 2008-09 and in the same year, the educational expenditure as percentage of GDP was 3.77%. In 2009-10, the expenditure on higher education as percentage of GDP was 1.25% when the total expenditure on education as percentage of GDP was 3.85%. So government expenditure on education is insignificant in relation to the huge population of our country.

In the last six and half decades, the growth of higher education presents a very impressive picture. There has been com-

mendable quantitative expansion in terms of students' enrolment, number of teachers, colleges, universities and research institutes. At the end of Xth Plan, there were 363 Universities (20 Central, 229 State, 109 Deemed and 5 Institutions under Special State Legislature Acts) and 21,170 colleges in the country. According to the annual report of UGC (2010-11), the number of Universities has gone up to 634(43 Central, 129 Deemed and 297 State Universities and 65 Institution established under Special State Legislature Acts) and the number of Colleges to 33,023, thus registering an increase of 36% in the number Universities and 48% in the case of Colleges in comparison to the figures at the end of X Plan. The type-wise number of universities and colleges at the end of 2010-11 has been shown in **Table 1**.

Enrolment in higher education has registered a steep hike in the last sixty years. During the academic year 2009-10, there had been 146.25lakh (provisional) students enrolled in various courses at all levels in universities/colleges and other institutions of higher education as compared to 136.42lakh in the previous year, registering an increase of 7.21 percent. This rapid expansion of higher education, however, hides the story of the severe disparities that prevails in access to higher education across the states. The Gross Enrolment Ratio is 18% (see **Table 2**)!

India's large and young population requires access to affordable and quality higher education in order to raise equity and promote inclusive growth. To achieve such objectives huge increase in the expenditure is required on higher education, both by the government and the education providers. A favourable environment should be built for attracting investment in education from private domestic and overseas sources. The problem of limited resources available for education in relation to the enormity of tasks involved in educational development in

Table 1: Type-wise number of University/University-Level Institutions and Colleges in India	
Type of Institutions	Number of Institutions
Central Universities	43
State Universities	297
State Private Universities	100
Institutions established through State Legislation	65
Institutions Deemed to be Universities	129
Total	634
Colleges	33,023
<i>Source: Annual Report 2010-11, UGC</i>	

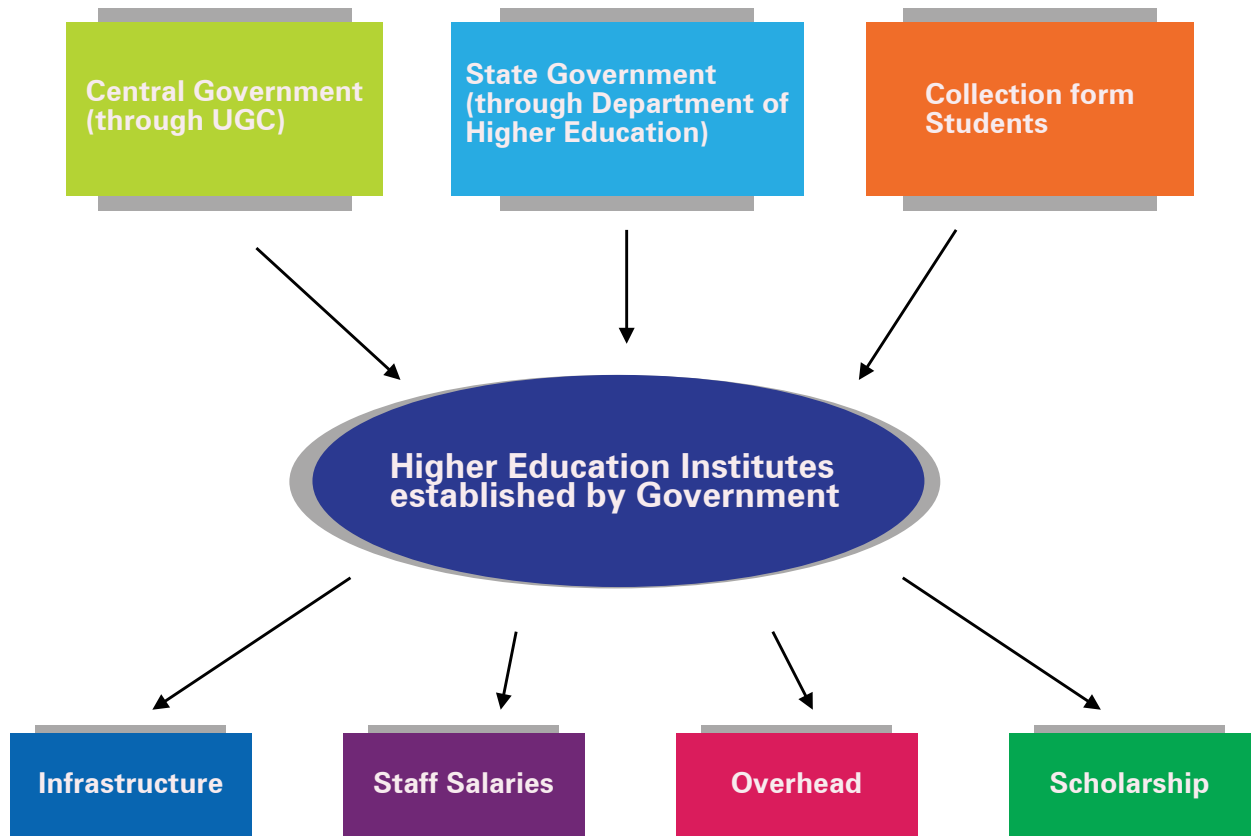
Table 2: Total Enrolment in Higher Education in India		
Year	Total enrolment in regular universities	Percentage increased over the last year
2000-01	83,99,443	--
2001-02	89,64,680	6.73
2002-03	95,16,773	6.16
2003-04	100,11,645	5.20
2004-05	105,42,262	5.30
2005-06	111,37,627	5.64
2006-07	118,87,095	6.73
2007-08	127,27,082	7.00
2008-09	136,41,808	7.19
2009-10	146,25,000	7.21
<i>Source: UGC Report (2010-11)</i>		

India has been receiving considerable attention. The continuous reformation of the financing of higher education sector has resulted in shifting the burden of cost from the public to private and household domains. The financing of higher education institutions is regressive, since the money comes from the general taxation but major beneficiaries are from better off backgrounds. Generation and utilization of resources is also important for educational institutions. There are three major sources through which amounts are collected by the higher education institutes in India. These are i) donation from public, ii) grants received from the government, and iii) fees in the form of

annual tuition fees, admission fees, examination fees, laboratory fees, library fees etc. The government grants are of four kinds viz. maintenance grant, building grant, development grant, etc. (see figure on next page)

Since education is in the concurrent list in India, the Central and State Governments share expenditure on education. For Central universities, the entire development and maintenance expenditure is met by the Central Government. For State universities, the maintenance expenditure is met by the concerned State Governments. For development expenditure, both UGC and State Government share the cost on the basis of five year plans.

Figure 1 - Sources of funds and their applications



The private higher education institutes have to meet all expenditure on their own without any government support. Grants from other sources and income from projects, consultancies, training programme within and outside the country are also gradually increasing. It is evident that the campus based higher education is highly subsidized in case of government higher education institutions.

Expenditure on education and cost of education are not the same. Cost of education refers to the amount of money spent to acquire or impart education. From individual's point of view, costs refer to amount of money spent during a particular year to acquire education. From institute's or

government's point view, it refers to the expenditure incurred on education during a particular year. Though the terms "cost" and "expenditure" are used interchangeably, we use the term "cost" to denote the cost per student pertaining to a particular level of primary/ upper primary/ secondary or higher education for an educational institution. In the same way, cost per student from government's point of view may include the staff salaries (both teaching and support staff), equipments, building construction, library books etc. From individual's point view, cost of acquiring education may include the expenditure on books, stationeries, school fees, travel cost, hostel fees, fees for uniform etc.

In case of education, one has to measure the cost incurred by a supplier i.e. the education institute and the receiver i.e. an individual separately. We know that the total costs increase with an increase in the number of students, teachers and the institutions. But the unit cost, on the other hand, may increase, decrease or remain the same as expansion takes place. The rising demand and the escalating costs of education makes it important to quantify both the efficiency of public expenditure on education and the economic benefits of providing it.

Identifying costs

UNESCO (1977) defined the costs of education as technical, economic,

accountability and financial. Technical cost is the cost of technical operation, economic costs consists of fixed and variable costs, accountability costs are the capital and operational charges and financial costs refer to direct and indirect costs. According to Tsang (1988), costs of education may be classified into two groups- i) Individual or private cost and ii) Institutional cost.

Individual or private cost: The cost which is incurred by a student is known as individual cost or private cost. This cost may also be borne by the parents or guardians or the family of the students. Individual cost may be of two types viz.

a) **Direct costs:** These individual costs are directly linked to the study and also visible. Any type of costs which are paid by the student learner or by his family towards the study will fall under this category. The tuition fees, purchase of books, stationery, uniforms, hostel and transport expenses are the example of direct individual costs .

b) **Indirect costs:** These indirect costs of individual are not directly related to the study and also are not visible. This is also known as opportunity cost. Opportunity costs refer to the estimated income that the students could earn if they were working full time and to the time devoted to study which could otherwise have been spent in leisure and with family.

Institutional costs of education: The costs incurred at the institutional level are called institutional costs of education. This type of costs are incurred by the educational institutes, government etc. The institutional costs may be fixed and variable or recurring and non-recurring or revenue and capital in nature.

Fixed costs are commonly divided into capital and recurring costs. Fixed capital costs relate to expenses with an expected life of more than one accounting year, i.e. the benefit from

Table 3: Different types of Educational Cost				
Individual or Private cost		Institutional costs		
		Fixed		Variable
Direct	Indirect	Capital	Recurring	Recurring
Registration fees Course fees Examination fees Transport Books & Stationery (Papers, pen etc.)	Opportunity cost	Land & Building Equipments (computers, photo copy machine, fax etc.) Development of student assessment system	General and academic administration Human resource development (salaries & other benefit)	Student Assessment cost (evaluation, scrutiny, computerization etc.) Purchase of books & journals

such costs may be derived for more than one accounting period in which it is incurred. On the other hand, the fixed recurring costs relate to the expenses from which the benefit is exhausted in the accounting year in which it is incurred.

Fixed costs: Fixed costs are those costs which usually remain fixed in total amount with the increase or decrease in the number of students for a given period of time. Fixed cost per unit increases as number of students decreases and decreases as number of students increases. They are also known as 'period cost' because such costs are not necessary for providing service to the students and are incurred even after there are no students. These costs are written off as expenses in the period in which they are incurred. These costs are paid for a particular period of time. Rent, rates, insurance, salary are examples of fixed costs. So fixed costs are independent of number of students. Since the fixed costs remain constant, the per unit fixed cost decreases as the number of students increases.

Variable cost: Variable cost is defined as the cost which in the aggregate, tends to vary in direct proportion to the changes in the number of students. Variable cost per student remains constant as level of activity changes. Therefore variable costs are the expenses affected by the number of the

students. It rises as the number of student increases.

The example of fixed capital costs are costs of land and buildings, equipments, development of course materials, research and development etc. The fixed recurring costs are the costs of general and academic administration, personnel and non-personnel maintenance and utilities. Variable costs include costs of production of course materials and support services. (see **Table 3**)

Therefore, the individual costs and institutional costs can be combined for the estimation of the annual cost per student.. The sum of individual cost and institutional costs is known as the total social cost of education. The crux of sharing of infrastructure lies in the aspect of cost effectiveness of the operations.

Therefore, the cost function of education may be expressed as follows:

$$C = f(E_n, C_n, S_n)$$

Where, C = Cost

E_n = number of enrolled students;

C_n = number of courses offered

S_n = number of staff (teaching & non-teaching)

We have identified the education cost as fixed cost and variable costs, therefore , we may write,

Total Cost (TC) = Total Fixed Cost + Total Variable cost

$$TC = FC + VC$$

The type of cost analysis depends on the purpose for which it is required.

Determinants of education cost

The cost of an educational institutes is often expressed in terms of total cost to indicate the value of the total resources used. But unit cost is more useful for controlling and evaluating purposes. Unit cost of education is the cost per unit i.e. per student, per course, per institute, per teacher etc.

The unit in unit cost means the total number of students enrolled in a particular year. We may also determine the cost per pass-out student i.e. in this case the number students successfully completed the course is considered. This is called effective cost of education. The difference between the effective cost per unit and the normal cost per unit reveals the efficiency of the given level of education system. Cost per successful student is higher than per student registered.

$$\text{Unit cost of education} = \frac{\text{Total cost}}{\text{Total enrolment}}$$

$$\text{Effective Unit Cost} = \frac{\text{Total cost}}{\text{Number of pass-out students}}$$

The unit cost is generally calculated per year. It is preferable to calculate the unit cost per year rather than by the course duration like two years or three years.

Analysis of cost efficiency

An important objective of investment in education is to identify and measure the benefits of education which is very difficult rather than measurement. As there are private and social costs, there are also private and social benefits that accrue, i.e. benefits to the individual and those which accrue to the society. As education is treated as an investment, it contributes to future incomes by apply-

ing skills and knowledge which are acquired through education. If the productivity of the educated person is more than that of an uneducated person, it will reflect higher output and higher earnings.

The success of an institution is gauged by its effectiveness and efficiency. Effectiveness is measured by the degree to which the institute has achieved its objectives while efficiency refers to the manner of resource utilization for achieving the output. Thus,

$$\text{Cost Efficiency} = \frac{\text{Input}}{\text{Output}}$$

cost efficiency may be measured by:

It is easy to calculate the efficiency by comparing output and input because both the input and output are quantifiable. An institute may be said as more efficient than the other if it uses less resources (inputs) than another to produce the same output or if for the same input it gives more output. The measurement of effectiveness has also the numerator and denominator which are comparatively more difficult to quantify. This is because, the objectives (denominator) of an institute is very difficult to quantify. Hence assessment of effectiveness is more difficult than the assessment of efficiency of the institution.


Bibliography

Gaba. A.k. (2004). *Cost Analysis in Open and Distance Learning, STRIDE Handbook, IGNOU.*

Tsang. M.C, (1988), *Cost Analysis of the Cost-effectiveness of CAI. AEDS Journal*

Report, Higher Education in India, UGC, 2013

Report, Education for All, UNESCO 1977, 2002

Report, Dept. of Higher Education, Govt. of West Bengal, 2010, 2011, 2012 

airban1972@gmail.com

The success of an institution is gauged by its effectiveness and efficiency. Effectiveness is measured by the degree to which the institute has achieved its objectives while efficiency refers to the manner of resource utilization for achieving the output

BALANCED SCORECARD: A TOOL FOR PERFORMANCE MEASUREMENT IN HIGHER EDUCATION INSTITUTIONS

The Balanced Scorecard approach enables universities and colleges to convert their vision, mission and strategy into various performance indicators. These further lead to improvement in performance



CS Pooja Miglani
Assistant Professor
Apeejay College of
Fine Arts, Jalandhar

Performance Measurement is vital for every higher education institution as it indicates the attainment of students and improves the performance of teachers. This is also valuable aid for policy makers to improve the education system. A higher education institution is required to pay attention to multiple stakeholders. These stakeholders are students, alumni, parents, faculty, Government and community. Every stakeholder's expectations from higher education institute are different. Various indicators of performance are to be measured so as to fulfill the interests of multiple stakeholders. BSC is a tool of assessment and measurement of performance that answers to a pertinent question the universities and college face. The question is of what should be measured for precise and accurate assessment. This paper

deals with all aspects relating to application of Balanced Scorecard to universities and colleges.

Concept of balanced scorecard

Traditional measures of performance assessment are confined to measuring financial performance of an organization. In 1992 Robert S. Kaplan and David P. Norton introduced the concept of Balanced Scorecard in their article entitled 'The Balanced Scorecard Measures That Drive Performance' published in Harvard Business Review. It encompasses financial metrics such as profitability, return on investment, cash flow, sales growth, Economic value added, Market Value Added and non-financial metrics such as intellectual property, innovation, consumer perception, employee satisfaction, employee capability, Research and Development

productivity. It is a valuable tool for anticipating future financial performance by managers. In the present era management of intangible assets with efficiency is of crucial importance for a business organization. BSC measures performance from four perspectives. These are

1. Customers Perspective
2. Internal Business Processes Perspective
3. Learning and Growth Perspective
4. Financial Performance Perspective

BSC approaches enable the organizations to monitor progress from varied aspects rather than just performance assessment in financial terms. The company's vision and strategy is translated in following ways:

1. To achieve their vision how should they appear to their customers
2. To satisfy their shareholders

and customers, what business processes must they excel in

3. To achieve their vision how will they sustain their ability to change and improve
4. To succeed financially how should they appear to their shareholders

BSC gives a novel approach to managers where they rethink the linkages between long term strategic objectives with short term actions. They do not rely on short term financial measures only.

Balanced scorecard and higher education institutions in india

Traditionally Higher education institutions in India were government owned. But in the recent years a large number of private universities and college have also come up with new courses and curriculum. This has also given a Philip to competition. They are expected to be the centres of excellence for teaching as well as research. Continuous quality improvement and higher standards of teaching- learning requires a re-examination of how higher education institutions are managed in India.

Higher education institutions have accountability towards various stakeholders. Financial performance indicators do not highlight critical success factors required for fulfillment of ac-

ACCORDING TO KAPLAN AND NORTON: 'A GOOD BSC IS TO BE BASED ON OUTCOME MEASURES AND PERFORMANCE DRIVERS'

countability. Universities and Colleges are expected to offer high quality services. The application of BSC approach on higher education institutions enables proper measurement of their performance. Rossier school of education at university of Southern California adopted the BSC to assess its academic program and planning process.

Indicators of excellence in higher education institutions

Evaluation of Higher education institutions is to be done on various quantitative and qualitative indicators. Traditionally higher education insti-

tutions have emphasized on academic measures such as enrolment, teacher student ratio, retention rates, faculty publications, physical resources, library resources, scores of students, grade point average, etc. These are numerous other indicators that should be considered for measuring performance of academic institutions. They include student and faculty satisfaction level, accessibility, value addition. As per the study conducted for the educational commission of the states on measures used in performance report in ten states (Ewell 1994) the commonly used indicators are:

1. Enrollment/Graduate rates by gender, ethnicity and program
2. Degree completion and time to degree
3. Persistence/Retention rates by grade, ethnicity and program
4. Remediation activities and indicators of their effectiveness
5. Pass rates on professional exams
6. Job placement data on graduates and graduate satisfaction with their jobs
7. Faculty workload and productivity in the form of student/ faculty ratios

The design of the balanced scorecard in higher education institutions in India

In Indian universities and colleges for designing of BSC the departmental

IN INDIA THE APPLICABILITY OF THE BSC TO UNIVERSITIES AND COLLEGES IS AT A NASCENT STAGE. GLOBALLY VARIOUS UNIVERSITIES HAVE APPLIED THE BSC CONCEPT FOR SOLVING PROBLEMS

strategies are to be aligned so as to achieve overall institutional objectives. Then a strategic map is to be developed for the institution. According to Kaplan and Norton 'A good BSC is to be based on outcome measures and performance drivers'. A model BSC for educational institutions can be shown in the table on the right:

Conclusion

The Performance Management system of a country's higher education system has the potential to identify the scope for improvement. For enabling it, appropriate interventions can be devised by the country's policymakers and the institute itself. Quantifiable indicators are reliable and straightforward but they are inadequate measures of performance in the real world. The Balanced Scorecard approach enables universities and colleges to convert their vision, mission and strategy into various performance indicators. These further lead to improvement in performance. In India the applicability of BSC to the universities and colleges is at a nascent stage. Globally various universities have applied BSC concept for solving problems and improving performance. Indian higher education institutions should also adopt Balanced Scorecard mechanism for value enhancement.

References

1. Chang, O.H. and Chow, C.W. (1999), "The balanced scorecard: a potential tool for supporting change and continuous improvement in accounting education", *Issues in Accounting Education*, Vol. 14 No. 3, pp. 395-412
2. Cullen, J., Joyce, J., Hassall, T. and Broadbent, M. (2003), "Quality in higher education: from monitoring to management", *Quality Assurance in Higher Education*, Vol. 11 No. 1, pp. 30-34.
3. Kanji, G.K., Bin, A.M., Tambi, A.

PERFORMANCE DRIVERS	OUTCOME MEASURES	
Customer Perspective		
<ol style="list-style-type: none"> 1. Students & Parents assess Quality education, proper placement, proper scheduling 2. Faculty & Staff consider growth prospects, hike in salary & stability in job 3. Corporate Sector focuses on recruitment 4. Society looks at overall contribution of the institution 	<ul style="list-style-type: none"> • Student satisfaction surveys, Proportion of students getting job in campus placement, Number of companies for campus placement • The amount of salary hike, Promotions, Knowledge enhancement • Number of employees hired during campus placement • Community Service • New courses, Syllabi, Pedagogy & Curriculum • Student Teacher ratio, Expenses • Evaluation of student competency • Amount spent on training programs • Number of IT based courses, IT training sessions of faculty • Number of research papers published & presented in conferences & Seminars • Grants from Government • Input Output Ratio • Increase in the number of students 	
Internal Business Perspective		
<ol style="list-style-type: none"> 1. Improvements 2. Cost Control 3. Quality 		
Learning & Innovation Perspective		
<ol style="list-style-type: none"> 1. Training & Development of faculty 2. Use of Information Technology 3. Professional growth of faculty 		
Financial Perspective		
<ol style="list-style-type: none"> 1. Growth 2. Survival 3. Value Enhancement 		

- and Wallace, W. (1999), "A comparative study of quality practices in higher education institutions in the US and Malaysia", *Total Quality Management*, Vol. 10 No. 3, pp. 357-371.
5. Kaplan, R.S. and Norton, D. P. (1992), *The Balanced Scorecard: Measures That Drive Performance*, Harvard Business Review, 70 (1): 71-79.
6. Kaplan, R.S. and Norton, D. P. (1993), *Putting the Balanced Scorecard to Work*, Harvard Business Review, September-October 1993
7. Kaplan, R.S. and Norton, D. P. (1996), *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business Review Press, 1996
8. Pandey, I.M. (2005), "Balanced scorecard: myth and reality", *Vikalpa*, Vol. 30 No. 1, pp. 51-66.
9. R. Jagadeesh, (2000), "Assuring quality in management educa-

- tion: the Indian context", *Quality Assurance in Education*, Vol. 8(3): 110 – 119
10. Rowley, J. (2000), "Higher education ready for knowledge management", *The International Journal of Educational Management*, Vol. 14 No. 7, p. 325
11. Ruben, B.D. (1999), "Toward a balanced scorecard of higher education: rethinking the college and universities excellence framework", *Higher Education Forum – QCI Center for Organizational Development and Leadership*, Rutgers University, Camden, NJ, available at: www.qci.rutgers.edu
12. Stewart, A.C. and Carpenter-Hubin, J. (2000), "The balanced scorecard: beyond reports and rankings", *Planning for Higher Education*, Winter 2000-2001, pp. 37-42. MA

pjmigliani@gmail.com

COST AND INABILITY OF MIDDLE-INCOME GROUPS TO PAY: A CASE OF BUSINESS MANAGEMENT EDUCATION

The rising cost of education in business management has barred the middle-income groups from the profession. This is quite a serious issue and it may have a multi-modal as well as a long-term impact



Dr. Parimal Kumar Sen

Associate Professor,
Goenka College
of Commerce
and Business
Administration,
Kolkata



Debojyoti Das

Research Scholar
University of Calcutta,
Kolkata

The growing Indian economy has generated a demand for high-caliber business professionals and leaders. This has necessitated the management education and training in the country and degree/diploma such as MBA (Master of Business Administration)/PGDM (Post Graduate Diploma in Management) has become obvious to step in the corporate sector. The persistent growth in the number of management institutes and emergence of business management qualification as the most sought one for a better employability has proven its relevance in the current state of affairs across the country. A both private and public sector industrial houses have a substantial preference of management degree-holders for its superior managerial positions over others. Thus, it has become a one-stop solution for the present generation.

However, with the boom in management education, the

cost of the courses has also been hiked considerably. Consequently, this has caused tremendous financial constraint on the MBA aspirants. Most of the candidates from the middle-class families are bound to be indebted by heavy financial burden. Thus, many of such contenders are forced to compromise with their high-ambitions and lag the opportunity of a steady professional growth.

Key cost drivers of management education in India

Some of reasons that may be

attributed to the higher cost of management education are:

Relentless Hike in Course-Fees: Apart from a higher base cost of management education a steady hike in the course fees has been a serious issue. Post 2008, Indian Institute of Management (IIM) Ahmedabad made a stunning move when it hiked its fees by almost 6 times, i.e. from 2 lakhs to 11.5 lakhs for its 2years flagship Post Graduate Program in Management. Other IIMs and reputed management institutes except IIM Lucknow also followed the trend. With the passage of time

Institute	Fees Structure (2012-14)	Fees Structure (2013-15)
IIM Ahmedabad	1550000	1660000
IIM Bangalore	1500000	1700000
IIM Calcutta	1350000	1360000
IIM Lucknow	1250000	1080000
IIM Kozhikode	975000	975000
IIM Raipur	900000	960000

Source: Institute's Official Websites

the process of fee hike still continues. Indicative list below exhibits the trend of fee hike of some of the IIMs:

Higher cost of financing: In general, the cost of full-time residential management programs in the premiere institutes is around Rs. 12-15 lakhs, which has a heavy impact on personal finances. However, bank loans are available for educational purposes that too against collateral securities over a cap of Rs. 4, 00,000 at 10-12% of floating rate of interests. Hence, the cost is unattainable to the students those who come from average income group families. Further many perceive the risk of default in repayment of bank loan along with interests, as the future is uncertain. Though job assistance is provided by the institutes but it can never be guaranteed. Moreover, the concept of opportunity cost of fund invested has also to be considered.

Entrance exam preparation cost: The management entrance exams such as Common Admission Test (CAT), Management Aptitude Test (MAT) and other national, state-level or institutional tests require a high analytical and logical skills which is a challenging task for many candidates. To bridge such a gap many private entrance exam training institutes such as TIME, IMS, ERUDITE has interfered the process. They provide training for entrance exam coupled up with soft-skill development sessions which are helpful for the GD/PI sections which are equally relevant. And the cost of such training ranges between Rs. 25-30 thousand. Though the pursuance of such training programs depends completely on the discretion of the students but it has become a generalized practice to be a part of such training institutes to ensure success at the admission procedure. Thus, an additional cost is also been associated to inflate the overall cost of the course.

Cost of Application Forms: The application fee is also a significant cost driver. For filling up Common Admis-

sion Test (CAT) application form and to apply for the IIMs alone an amount of Rs. 1600 is to be paid. If a candidate wishes to apply for other institutes he/she has to pay separate application fee as per the terms of the concerned institute. This also enhances the burden of cost as the aggregation of such small sums leads to a considerable figure.

Thus, a multi-staged cost involvement has turned the course into an expensive one which may not suit one's pocket.

Are there any alternative options?

Thus the big question is what the alternative options are. How the students belonging from middle and low income group can fulfill their dream of quality education and a great career growth in future?

Certainly there are some reputable top government and private business schools which ensure quality education and have a proven track record of placement, and over the years it has produced many of the business leaders. Here are some such relievers:

The comparison and analysis has

been done in the light of cost parameter. It shows that the state sponsored management education programs are quite affordable. But are they enough in frequency to accommodate the growing number of such aspirants?

Hence, it is imperative that initiatives should be taken to come up with projects to establish more such educational institutes. If government alone is not capable to shoulder such a responsibility it can also strategize a Public Private Partnership model to assure cost-effectiveness. Establishment of a management institute incorporates a high level of investment for setting up the institution, acquiring equipments, a heavy expenditure on advertisement and as the education sector is human-asset driven, the hiring costs of staff also contribute to amplify the overall cost. Thus, a joint effort may tend to mitigate the burden of establishment cost to some extent. Moreover, it has been seen that management education is perceived as a business opportunity in India rather than social welfare. Hence, the involvement of

Institute	Fees Structure (2013-15)	Placement Avg. CTC (in Lacs)
FMS Delhi	20960	16
JBIMS	200000	15.3
DMS IIT Roorkee	400000	7.81
DMS IIT Madras	340000	8.76
DMS IIT Delhi	400000	12.6
DMS IIT Kanpur	160000	8.73
TISS Mumbai	34550	N/A
DMS NIT Trichy	63320	N/A
SIMSREE Mumbai	138000	10.12
FMS BHU	56984	7
MIB/MHROD Delhi	29000	7.2
MFC/MBE Delhi	24722	MFC: 9.2 MBE: 7.5
SRCC-PGDGBO	48000	6.8

Source: Institute's Official Websites

government may turn up to be crucial one for contraction of profit-motive.

Scholarships, both merit and need based should be provided not only by government agencies but also by the respective institutes and big corporate houses as a part of corporate social responsibility. And each such organization should also plan a provision for imparting training for the entrance exams. Presently, such training programs are planned by the government agencies for civil service examinations for the weaker sections of the society which should be extended to the management education as well. Institutes such as Tata Institute of Social Sciences (TISS), Mumbai are already in practice of the scheme and in order to cater the needs of economically lag-guards. Other institutions should also take the pain for an overall social welfare and a better image. This will also lead to the deterrence of the intermediary entrance-exam preparation institutes to some extent and the average income groups will be relieved.

The women candidates are entitled to an exemption of bank interest rates to a certain margin on the education loan. Such privileges should be made available to all economically weaker candidates irrespective of gender and caste. Further, the stringent regulations should also be eased for availing the education loans.

The sectoral specialization courses like Chartered Accountancy (CA), Cost and Management Accountancy (CMA) and Company Secretary (CS) which are certified by the statutory authorities of the Govt. of India and established by the act of Parliament are the one which offer equally lucrative career options and have similar job prospects but comparatively at a very low cost. But this will satisfy the need of only those who prefer to opt for finance spe-

cialization. Thus, if the same model of education could be implemented for the other management domains such as Human Resources Management, Marketing Management, Operations Management etc. the students can be benefitted to a large extent as the costs and quality of such a mode will be centrally regulated and will be uniform throughout the country.

Benchmarking standard and visibility of institute is one of the prime factors that attracts maximum number of students even though the course fee of such institutes are on the higher side. For instance, the premier management institutes such as IIMs, Symbiosis Pune, Indian School of Business Hyderabad and Narsee Monjee Institute of Management Sciences have reached the niche position in the sphere of management education in India for the reasons being they have demonstrated:

- Excellence in delivery of quality education through rigorous coursework.
- Fertilization of innovative thoughts and ideas of diversified management concepts.
- Strong networks in industry, media and academia.
- Capture of the talented and effective academicians with newer ideas.
- Promotion of management research.
- Blend of theoretical knowledge and practical insights.

The same fundamentals can be stretched upon by the university run management courses so that a service of equivalent standards can be delivered at reasonable costs. By setting up a standard of excellence and well-knitted association with the industry, the institutes will gradually secure the interest of the potential learners. This will benefit both the parties and will strike a right balance between demand and supply

of quality education at competitive costs. Therefore, the problem of sectional and unequal development of the society can be eliminated.

Concluding remarks

India is in a phase of paradigm shift from agrarian to industrial economy and also with the advent of globalization in tremendous pace. It demands for proficient navigators in the field of business administration to reap the maximum benefits and enrich the economy. Thus, the scope of management studies is enormous to meet the requirements of the nation. However, the rising cost of this field of education has barred the middle-income groups to enter the profession. This is quite a serious issue and it may have a multi-modal as well as long-term impact. Firstly, it deters the financially underprivileged candidates. Secondly, it curbs the supply of competent and innovative business leaders. And finally, it calls for a segmental growth of the society which has slackness in overall social development. Hence, it asks for a cost-competitive and quality education which should be attainable by the middle and lower class of the society. Both Government and Private sector bodies should come forward with new models of imparting education at a lower cost to benefit the society at a large.

References

www.moneycontrol.com
www.careeranna.com
www.iimcal.ac.in
www.iimb.ernet.in
www.iimraipur.ac.in
www.fms.edu
www.iiml.ac.in
www.iitd.ac.in
www.doms.iitm.ac.in
www.iimahd.ernet.in **IMA**

parimalsen123@gmail.com
debojyoti4msxc@gmail.com

ROUND TABLE DISCUSSION

ROUND TABLE DISCUSSION ON 'STRATEGIC COST MANAGEMENT IN EDUCATION SECTOR'



A Round Table Discussion on Strategic Cost Management in Education Sector had been organized by the Directorate of Research, Innovation and Journal of the Institute at the EIRC Auditorium on March 14, 2014. Dr. Shradha Verma, Lecturer in Accounting and Finance, The York Management School, University of York, UK, Dr. Ashoke Ranjan Thakur, Vice Chancellor, Techno India University, CMA Dr. Bhabotosh Banerjee, Former Professor of Commerce and Dean of Commerce and Management, Calcutta University, Prof. R.C Bhattacharya, Vice Chairman, Glob-syn Business School, CMA Dr.Swagata Sen, Dean & PG Faculty for Commerce, Calcutta University were among the dignitaries who shared their views and made the event an enlightened one. CMA Manas Kumar Thakur, Chairman, Research, Innovation and Journal Committee, CMA Dr. Debaprosanna Nandy, Director, Research and Journal,

were among the members present who also deliberated a brief speech on the concerned topic. Dr. Shradha Verma spoke on the importance of Cost and Management Accountants in India and abroad. She insisted the Institute to focus on the growth and development of the profession as well as to highlight on the challenges the CMAs are facing in the current global aspect. She said that they play an important role in strategic management of the company be it public/private, in strategic decision making, performance measurement in management, and also see the efficiency, effectiveness and contributions to the economy as a whole. She felt the need of training to be an integral part for the Cost and Management Accountants and also considered the CMAs to remain at the heart of the operating decision of any organization. She opined that a joint collaboration with the Research Directorate of the Institute with her univer-

sity had been proposed which would enhance the scope and prospects of the Institute globally. Dr. Ashoke Ranjan Thakur, gave a brief discussion on the Education Sector in India and expressed his dissatisfaction that in the current global aspect, India's universities do not stand in the top 200 in Education which is a shame for all of us. He said that the Right to Education Act should be properly implemented and must be made effective so that every children in India including the disabled could avail the benefit of the same. According to him, handing out a mere degree does not mean they can deliver in a proper perspective. He believes in creativity, innovativeness, segmental education, breaking up the barriers and feels the necessity of opening up the space and a liberal outlook of every Indians for betterment of education of India. CMA Dr. Bhabotosh Banerjee discussed in brief the key features of Cost Management, its opportunities and challenges, advanced Cost Management tools viz. Activity Based Costing, Life Cycle Costing, Target Costing, Quality Cost Management, roles of Public and Private Education in our Indian economy, its pros and cons etc. He insisted on building up of a proper education system

and change in the mindset for upgradation of its education. Prof. R.C Bhattacharya also shared his views and said that there is a requirement for CMAs in every concern. But he reiterated the fact that there is a genuine need for identity and to excel by benchmarking, physical environment, quality of curriculum, quality of faculty, research outputs of the faculties, communication, participation of the management fellows and business fellows, etc. CMA Dr. Swagata Sen, discontented that of the total PPP model in India, education consists of only 2.2% which must be a big concern and he asserted the fact that our education system is very much dependent on Government Funding as compared to other nations. He believes in the dictum 'Failure is not fatal, failure to change is fatal'. A small presentation had been given by the Research Directorate of the Institute acknowledged by esteemed dignitaries present in the seminar. Many eminent dignitaries from different universities and colleges joined the programme, resolved their queries and made the event a delightful one. The Seminar ended with a proposed vote of thanks by CMA Dr. Sumita Chakraborty, Joint Director, Research.

CANCELLATION OF REGISTRATION UNDER REGULATION 25(1) OF CWA ACT, 1959
REGISTRATION NUMBERS CANCELLED FOR JUNE-2014 TERM OF EXAMINATION UPTO
ERS/007780
NRS/011516 (EXCEPT 10928-11000, 11101-11150, 11161-11500)
SRS/000001 - 026999,031001 - 031257
WRS/015708
RSW/081159
RAF/005907

RE-REGISTRATION

The students whose Registration Numbers have been cancelled (inclusive of the students registered upto 31st Dec-2006) as above but desire to take the Institute's Examination in June-2014 must apply for DE-NOVO Registration and on being Registered DE-NOVO, Exemption from individual subject(s) at Intermediate/Final Examination of the Institute secured under their former Registration, if any, will be treated as per prevalent Rules.

For DE-NOVO Registration, a candidate shall have to apply to Director of Studies in prescribed Form (which can be had either from the Institute's H. Q. at Kolkata or from the concerned Regional Offices on payment of Rs.5/-) along with a remittance of Rs.2000/- only as Registration Fee through Demand Draft drawn in favour of THE INSTITUTE OF COST ACCOUNTANTS OF INDIA, payable at KOLKATA.

Wishing you a very Happy & Prosperous New Year

Date: 19th December, 2013

C. C. to All Regional Councils/Chapters of ICAI

R. N. PAL

SR. DIRECTOR OF STUDIES

THE RELUCTANT GIFT: THE NEWLY NOTIFIED REFUND OF CENVAT CREDIT IN REVERSE SERVICE TAX

The CENVAT Credit Law, as it stands, is an unwholesome jumble of policy and procedure and discriminatory. And the discrimination is further compounded in the new notification No.12/2014 when it restricts the benefit to a small range of just four services as against the eleven



Dr. Ravindran Pranatharthy
Advocate – Indirect taxes & IPRs

When Revenue launched tectonic shifts in Service tax during 2011 and 2012, among the many unwelcome changes that they thrust down on a slowing economy was the expansion of service tax on reverse charge basis. The reverse tax makes it a virtual direct tax and is in conceptual divergence from the ideal of an Indirect tax. The tax administration had clothed itself with the power to levy service tax in the hands of service recipients by virtue of provision granted under Section 68(2) of the Finance Act, 1994.

Under this method, the department went after service recipients to collect either the full extent of the tax or a certain percentage of it. The reason behind the move was pretty obvious. The department found it increasingly difficult to collect the service tax from the disparate categories of providers of such services. The service providers were mainly in the difficult-to-monitor mélange of individuals, partnership firms and Hindu Undivided Families. The tax collection from these services was way below the potential. The favorite whipping boys were the service recipients as in the case of Goods Transport Agencies. The tax department

clearly hoped to achieve greater tax collections by imposing reverse service tax on the enumerated services.

The extent of Reverse Service Tax

The reverse service tax and its range are given in the following table:

Sl.No.	Description of service	Percentage of service tax payable by the person providing service	Percentage of service tax payable by the person receiving the service
(1)	(2)	(3)	(4)
1.	In respect of services provided or agreed to be provided by an insurance agent to any person carrying on insurance business	Nil	100%
2.	In respect of services provided or agreed to be provided by a goods transport agency in respect of transportation of goods by road	Nil	100%

3.	In respect of services provided or agreed to be provided by way of sponsorship	Nil	100%
4.	In respect of services provided or agreed to be provided by an arbitral tribunal	Nil	100%
5.	In respect of services provided or agreed to be provided by individual advocate or a firm of advocates by way of legal services	Nil	100%
5A	In respect of services provided or agreed to be provided by a director of a company to the said company	Nil	100%
6.	In respect of services provided or agreed to be provided by Government or local authority by way of support services excluding—(1) renting of immovable property, and (2) services specified in sub-clauses (i), (ii) and (iii) of clause (a) of section 66D of the Finance Act, 1994	Nil	100%
7.	(a) in respect of services provided or agreed to be provided by way of renting of a motor vehicle designed to carry passengers on abated value to any person who is not engaged in the similar line of business	Nil	100%
	(b) in respect of services provided or agreed to be provided by way of renting of a motor vehicle designed to carry passengers on non-abated value to any person who is not engaged in the similar line of business	60%	40%

8.	In respect of services provided or agreed to be provided by way of supply of manpower for any purpose or security services	25%	75%
9.	In respect of services or agreed to be provided in service portion in execution of works contract	50%	50%
10.	In respect of any taxable services provided or agreed to be provided by any person who is located in a non-taxable territory and received by any person located in the taxable territory	Nil	100%

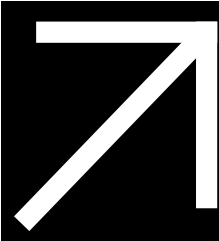
It is an educated guess that payment of service tax on reverse charge basis was a significant percentage of the amounts collected under the recent Service Tax Amnesty Scheme. The cost of compliance in the hands of service recipients has thus increased substantially. Businesses which did not have any taxable output service have had to take registration, pay reverse service tax, file the returns and get tax babus to visit them in the name of audit and enquiry. The Government has not provided any breather or benefit for such service recipients. Several of the services involved in the reverse charge are unavailable as input service under CENVAT Credit Rules.

Curious latitude to service providers in Reverse tax

In an incomprehensible move, the Government introduced a new rule vide Rule 5B of the CENVAT Credit Rules promising refund of CENVAT credit to service providers providing services taxed on reverse charge basis. The relevant rule 5B is extracted as follows:-

5B. Refund of CENVAT credit to service providers providing services taxed on reverse charge basis—A provider of service providing services notified under sub-section (2) of section 68 of the Finance Act and being unable to utilize the CENVAT credit availed on inputs and input services for payment of service tax on such output services, shall be allowed refund of such unutilized CENVAT credit subject to procedure, safeguards, conditions and limitations, as may be specified by the Board by notification to the Official Gazette.

The kind of latitude shown for the interest of service providers who were only required to pay a part of the tax and not the full tax has not been seen in the case of other service providers. For example, service providers



THE PROCEDURE PRESCRIBED FOR FILING THE REFUND CLAIM VIRTUALLY GIVES BLANKET DISCRETION TO SERVICE TAX OFFICIALS TO DO AS THEY PLEASE IN ACCEPTING OR REJECTING THE CLAIM

who are permitted abatement from the assessable value are denied availment of all or most cenvat credits, let alone refund of such cenvat credits. Further, the CENVAT Credit Rules do not provide for refund of unutilized CENVAT credit except in the case of export. The absence of such a provision compares poorly with the State VAT laws which are liberal and provide for the refund of unutilized input tax credit. Even after the introduction of Rule 5B with effect from 1.7.2012 the Government did not operationalize the promised refund of CENVAT credit to the service providers providing services on reverse charge basis. At last, the CBEC has issued notification No.12/2014-Central Excise (N.T.) dated 3rd March, 2014 laying out a scheme for such refund of CENVAT credit. An analysis of the scheme as contained in the notification reveals that the gift of refund of CENVAT credit is at best half-hearted which is also hemmed in by a lot of procedural and conceptual limitations. These are discussed as follows. First, let us have a look at the statutory provision introduced:

No.12/2014 – Central Excise (N.T.)

G.S.R. (E) – In exercise of the powers conferred by rule 5B of the CENVAT Credit Rules, 2004 (hereinafter referred to as the said rules), the Central Board of Excise and Customs hereby directs that the refund of CENVAT credit shall be allowed to a provider of services notified under sub-section (2) of section 68 of the Finance Act, 1994, subject to the procedures, safeguards, conditions and limitations, as specified below, namely:

1. Safeguards, conditions and limitations: (a) the refund shall be claimed of unutilized CENVAT credit taken on inputs and input services during the half year for which refund is claimed, for providing following output servic-

es namely:

- (i) renting of a motor vehicle designed to carry passengers on non-abated value, to any person who is not engaged in a similar business;
- (ii) supply of manpower for any purpose or security services; or
- (iii) service portion in the execution of a works contract;

(hereinafter the above mentioned services will be termed as partial reverse charge services).

Explanation: For the purpose of this notification,

Unutilized CENVAT credit taken on inputs and input services during the half year for providing partial reverse charge services = (A) - (B)

where,

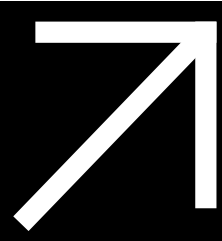
$$A = \frac{\text{CENVAT credit taken on inputs and input services during the half year}}{\text{turnover of output service under partial reverse charge during the half year}} \times \text{total turnover of goods and services during the half year}$$

$$B = \text{Service tax paid by the service provider for such partial reverse charge services during the half year}$$

(b) the refund of unutilized CENVAT credit shall not exceed an amount of service tax liability paid or payable by the recipient of service with respect to the partial reverse charge services provided during the period of half year for which refund is claimed.

(c) the amount claimed as refund shall be debited by the claimant from his CENVAT credit account at the time of making the claim;

(d) in case the amount of refund sanctioned is less than the amount of refund claimed, then the claimant may take back the credit of the difference between the amount claimed and the amount sanctioned;



THE PROCEDURE PRESCRIBED FOR FILING THE REFUND CLAIM VIRTUALLY GIVES BLANKET DISCRETION TO SERVICE TAX OFFICIALS TO DO AS THEY PLEASE IN ACCEPTING OR REJECTING THE CLAIM

- (e) the claimant shall submit not more than one claim of refund under this notification for every half year;
- (f) the refund claim shall be filed after filing of service tax return as prescribed under rule 7 of the Service Tax Rules for the period for which refund is claimed;
- (g) no refund shall be admissible for the CENVAT credit taken on input or input services received prior to the 1st day of July, 2012;

Explanation—For the purposes of this notification, half year means a period of six consecutive months with the first half year beginning from the 1st day of April every year and second half year from the 1st day of October every year.

2. Procedure for filing the refund claim: (a) the provider of output service, shall submit an application in Form A annexed hereto, along with the documents and enclosures specified therein, to the jurisdictional Assistant Commissioner of Central Excise or Deputy Commissioner of Central Excise, as the case may be, before the expiry of one year from the due date of filing of return for the half year:

Provided that the last date of filing of application in Form A, for the period starting from the 1st day of July, 2012 to the 30th day of September, 2012, shall be the 30th day of June, 2014;

- (b) if more than one return is required to be filed for the half year, then the time limit of one year shall be calculated from the due date of filing of the return for the later period;
- (c) the applicant shall file the refund claim along with

copies of the return(s) filed for the half year for which the refund is claimed;

(d) the Assistant Commissioner or Deputy Commissioner to whom the application for refund is made may call for any document in case he has reason to believe that information provided in the refund claim is incorrect or insufficient and further enquiry needs to be caused before the sanction of refund claim;

(e) at the time of sanctioning the refund claim, the Assistant Commissioner or Deputy Commissioner shall satisfy himself or herself in respect of the correctness of the refund claim and that the refund claim is complete in every respect;

Not much benefit in real terms

As can be seen, the benefit under Notification 12/2014 is restricted to the following four services divided under three groups:

- Renting of a motor vehicle designed to carry passengers on Non-abated value, to any person who is not engaged in a similar business.
 - Supply of manpower for any purpose
 - Security Services
 - Service portion in the execution of a works contract
- Even though reverse service tax covers eleven services (including security service) the benefit of refund is restricted to just four services. It has been discriminatory as regards other such services which are left out.

The other deficiencies of the scheme

(A) Rule 5B permits provision of refund of unutilized

CENVAT credit availed on input and input services in the case of services covered under the reverse charge in terms of section 68(2) of the Finance Act, 1994. There is no authority in the rule for restricting the benefit to select services. The limitations permitted to be imposed in the rule can only be read as limiting the scope of the extent of refund amount and not as limiting the scope of eligibility of all services covered under section 68(2) of the Act itself.

(B) Even among the four services covered by the new notification, the scope of refund outgo in respect of services of renting of motor vehicles, supply of manpower and security service should be very minimal and the benefit may not be significant in terms of unutilized CENVAT credit for such service providers.

(C) The benefit extended to renting of motor vehicles is restricted to cases where the service provider avails no abatement from value. It is a fairly well known fact that almost all rent-a-cab agencies avail the substantial

discount of 60% by forgoing the availment of CENVAT credit. Therefore, the number of service providers paying service tax on non-abated value should be few and far in between. Therefore, the refund outgo in such a case will not amount to much.

(D) The procedure prescribed for filing the refund claim virtually gives blanket discretion to the service tax officials to do as they please in accepting or rejecting the claim. There are no guidelines for acceptance or rejection of the refund claim.

(E) Even though the refund claim can cover the period from 1st of July, 2012 the notification disallows refund of CENVAT credit taken on input or input services received prior to the 1st day of July, 2012. It would be very likely that a part of the stock of inputs and input services received prior to the date would still have been utilized in providing the service from 1st of July, 2012.

Conclusion

The CENVAT Credit Law as it stands is an unwholesome jumble of policy and procedure with a confusing array of disparate provisions. Benefits and penalties are packed in cramped condition in the rules without any principled demarcation. The central reason for this unhealthy scenario in the CENVAT Credit Law is the absence of any principles or policy guidelines governing the cenvat credit in the respective Acts. It is in this respect that the State VAT Laws score over CENVAT Credit Law. Major principles of input tax credit are enshrined in the respective VAT Acts leaving only the procedures to the rules. Rule 5B of the CENVAT Credit Rules is itself a discriminatory provision favouring only the service providers coming under the partial Reverse Charge mechanism and it does not provide any such benefit to the service recipients who are struck with unutilized CENVAT credit arising from such input services or unable to avail the CENVAT Credit on such services. Such a discrimination is further compounded in the new notification No.12/2014 when it restricts the benefit to a small range of just four services as against the eleven services (including the security service grouped with manpower supply) coming under the Reverse Charge mechanism. The CENVAT Credit Law places Indian industry and business at a competitive disadvantage by disallowing refund of unutilized CENVAT credit balances. It is high time that the CENVAT Credit law is totally reformed by putting principles informing the availment, utilization and refund of credit in the main Acts namely Central Excise Act and Finance Act, 1994 and leaving only the procedures and administrative compliances to the subordinate rules. **MA**

ravinpranaa@gmail.com

The central reason for this unhealthy scenario in the CENVAT Credit Law is the absence of any principles or policy guidelines governing the cenvat credit in the respective Acts. It is in this respect that the State VAT Laws score over CENVAT Credit Law. Major principles of input tax credit are enshrined in the respective VAT Acts leaving only the procedures to the rules

CORPORATE FRAUD AND THE NEW COMPANY LAW

There is no doubt that the new law contains stringent provisions against corporate frauds. It goes beyond the contours of the old company law of 1956



TCA Ramanujam
Chief Commissioner
of Income Tax (retd.),
Advocate High Court,
Madras

Across the World, Corporate Frauds are on the increase. We have all known the scandal that erupted leading to the collapse of Enron and World Com in the early part of this century. All frauds involve abusing people's trust and diverting corporate resources for personal gains. It is difficult to eliminate fraud by wayward employees. The London Economist points out that the risk of fraud is acute at present because companies are straining the bonds of loyalty. They are making more and more use of contractors and temporary workers. They are putting more pressure on employees to hit targets. Wages of the majority workers are held up in order to increase the pay of the Senior Management Personnel. Fraudsters, says the Economists, are having a field day in the emerging economy. The Magazine runs a special feature on Crony Capitalism in India where the nexus between the business and the Bureaucracy is leading to higher levels of fraud. Western Countries have taken strong measure to punish fraudsters. Nowadays, companies run the risk of being held liable for the misbehavior of their employees. Directors with the smallest Role in frauds can be sent to Jail. The law has moved in step with the times in the West. America's Foreign Corrupt Practices Act has made bribing foreigners a serious crime. Fraudulent companies may

suffer withdrawal of license to trade. They may be barred from bidding for Government work and they can also be subjected to online campaigns urging customers to boycott them (see the Economist 1st March 2014). America has also put in place procedures to detect fraud. The Sarbanes – Oxley Law requires Boards of public companies to commission independent Audits of their internal Financial Control. Companies have also installed Cyber Security Tools to monitor emails of employees and Internal Accounting System for suspicious activities, but then fraudsters are Quicker at harnessing technology for their own nefarious purposes.

The New Company Law

The New Company Law of 2013 revamps the legal framework for dealing with corporate frauds. Chapter XXIX of the Act deals with corporate fraud in a fairly elaborate way. Section 447 lays down a punishment of imprisonment from six months to 10 years for any person guilty of fraud. This will be in addition to a fine which may extend to 3 times the amount involved in the fraud. If the fraud involves public interests the Minimum imprisonment shall be for 3 years. Explanation to Section 447 defines fraud as including any Act, Omission, concealment of any fact, or abuse of

position committed by any person with intent to deceive or to gain undue advantage from or to injure the interests of the company or its shareholders or its creditors or any other person, whether or not there is any wrongful gain or wrongful loss. 'Wrongful gain' means the gain by unlawful means of property to which the person gaining is not legally entitled. 'Wrongful loss' means the loss by unlawful means of property to which the person losing is legally entitled. If in any return, report, Certificate, Financial Statement, Prospectus, Statement or other document required under this Act any person makes a false statement knowing it to be false or omits any material fact knowing it to be material, he shall be liable under Section 447. False Evidence will be punished with imprisonment from 3 years to 7 years and also a fine of Rs.10 lakhs. Repeated defaults will entail double the punishment. If any Officer or Employee of the company wrongfully obtains possession of any property of the company including cash or wrongfully withholds such property or knowingly applies it for purposes other than those expressed in the Articles and authorized by the Act, he shall, on the complaint of the company or a shareholder or a creditor or contributory, be punishable with minimum fine of Rs.one lakh and it can extend upto Rs.5 lakhs. Failure to return the benefits may mean two years in prison.

Whistle blowers

At the same time, acts done in good faith are protected from prosecution (Section 456). A powerful weapon against fraud is the whistle blower. Three times as many frauds are discovered by tip-offs than by any other method. Governments in the West are increasingly providing whistle blowers with legal protection and financial incentives. America's Securities and Exchange Commission as created a \$450m fund to reward them. Section 457 of the Companies Act 2013 lays down that the Register or any other person shall not be compelled to disclose to any Court, Tribunal or other Authority, the source from where he got any information which led the Central Government to order an investigation or is material in connection with such investigation. Audit Committees have to establish a mechanism for whistle blowers to bring out fraud. There is no materiality threshold for reporting fraud, except for the reporting by the Auditor.

SFIO

Section 211 enables the Central Government to establish the Serious Fraud Investigation Office to investigate corporate frauds. This will be in terms of the Government of India Resolution dt. 2nd July, 2003. The Office shall be headed by a Director apart from Experts from among the persons of ability, integrity and Experience. Such Expertise may relate to Banking, Corporate affairs, Taxation, Forensic Audit, Capital Market, Information Technology, Law or such other

fields as may be prescribed. The Director of the SFIO shall be an Officer not below the Rank of a Joint Secretary to the Govt. of India with knowledge and Experience in matters relating to corporate affairs. All other investigations will stop when the serious frauds investigation office takes up the case. The Investigating Officer in the SFIO shall have the power of the Inspector under Section 217. The Offences mentioned under Section 447 shall be cognizable and obtaining bail will require arguments by the Public Prosecutor. Special Courts will be established for trying these offenses. The Directorate is empowered to arrest any person and such person will have to be produced Before a Judicial Magistrate within 24 hours. The Central Government may initiate prosecution against the company and its Officers or employees connected with the fraud on receipt of the Investigation Report. The SFIO can obtain Information from State Government, Police Authority or Income Tax Authorities for purposes of Investigation.

Reopening of Accounts

If fraud is suspected, there can be reopening of account books, revision of financial statements or Directors' Report with the approval of the National Company Law Tribunal. Excess Remuneration paid can be recovered from past or present Managing Director or Manager. Auditors are entrusted with onerous responsibility to act as whistle blowers. They can straight away report to Central Government about suspected fraud. Penalty is levied are not compoundable.

The New law enables the National Financial Reporting Authority to regulate Auditors or to investigate professional misconduct by any Chartered Accountant. Shareholders and Depositors are enabled to initiate class Action Suits against the company and its Auditors for failing to protect their interests.

Conclusion

There is no doubt that the new law contains stringent provisions against corporate frauds. It goes beyond the contours of the old company law of 1956. Corporate frauds begin with small crimes leading to bigger and bigger misdemeanor so as to conceal the wrong doing. Ramalinga Raju, the Chairman of Satyam, confessed that he had inflated the computer-services company's revenue by \$1 billion. He said, "It was like riding a tiger, not knowing how to get off without being eaten".

The New Company Law provides the basis for detecting corporate frauds at the earliest stages. It should go further and companies found guilty of fraud should be denied license to trade. They should also be denied access to government contracts. **IMA**

ramanuja@vsnl.com

TAX TITBITS



S. Rajaratnam
Advocate and
Tax Consultant,
Chennai

Inflation Indexed National Savings Securities – Cumulative, 2013

Real estate and gold have been acknowledged as hedges against inflation. There is now a direct hedge available in Inflation Indexed National Savings Securities – Cumulative 2013, which are bonds notified under F.4(16)-W&M/2012, dated 19.12.2013 (2014) 361 ITR (St.) 50. It is available for all resident Indian and charitable institutions approved under section 80G of the Income Tax Act, besides Universities. Minimum limit for each bond is Rs. 5,000 while the maximum limit is Rs. 5 lakhs. It will bear interest at 1.5%, which will be cumulative in character on half-yearly basis in addition to incremental inflation

reckoned with reference to consumer price index base for 2010 taken as 100. The amounts are payable on maturity after 10 years from the date of issue. There is a nomination facility. It will be transferable only in the case of individuals on the death of the holder to his/ her nominee. These securities will not be tradable in secondary market, but can be accepted as collateral for loans from banks, financial institutions and non-banking financial companies with a lien marked in the RBI depository. It can be issued on par by the authorised banks, but liable for handling charges at 1% payable to the banks.

Awards for Sportsmen

Circular No. 2 of 2014 dated 20.1.2014 (2014) 361 ITR (St.) 63 dealing with taxability of awards for sportsmen instituted by Central Government, State Government or other bodies advise the relevant bodies to move the Government for notification exempting income tax for awardees under section 10(17A) of the Act. Earlier Circular No. 447 dated 22.1.1986 (1986) 157 ITR (St.) 52 exempted only those awards to sportsmen, who were not

professionals. Since State awards are not liable to tax under most Double Taxation Avoidance Agreements, the need for notification in every single case under the domestic law could have well been dispensed with, so as to exempt State awards from liability. There is a need for harmonising what is already committed under Double Taxation Avoidance Agreements for purposes of domestic law as well.

Law on discharge pending prosecution

The law on discharge in a pending tax prosecution was considered by the Madras High Court and the Supreme Court with reference to section 245 of Criminal Procedure Code 1973 and the provisions in section 278E of the Income-tax Act, 1961, which raises a presumption of culpable mental

state. Accused questioned the constitutional validity of section 278E as regards the presumption of culpable mental state before the Madras High Court in Selvi J. Jayalalitha v. Union of India [2007] 288 ITR 225 (Mad) in an appeal against the order declining discharge in the matter of prose-

cution for not filing voluntary return under section 139(1) and not responding to notice under section 142(1) within time. The High Court held, that the law does not expect a mini-trial on a petition for discharge before the trial and that the presumption of law constitutes a distinct branch of jurisprudence. Relying on the decision in *State of Madras v. A. Vaidyanatha Iyer*, AIR 1958 SC 61, the presumption which is a special rule of burden of proof, it was felt, cannot be disregarded and that the order of the sanctioning authority which was questioned cannot be a matter for judicial review, unless the sanction was such as to shock the conscience of the Court by flagrant abuse of authority. The High Court is not sitting in appeal on merits, while dealing with the matter of discharge petition under section 245 of the Criminal Procedure Code. It was also held, that the fact that tax dispute was still pending is no bar for prosecution as has been decided by the Supreme Court in *P. Jayappan v. S.K. Perumal*, ITO (First) [1984] 149 ITR 696 (SC). It was pointed out, that a case is not decided on presumptions alone, so that prosecution does not get vitiated by the provision raising the presumption. This decision of the Madras High Court has since been affirmed by the Supreme Court in *Sasi Enterprises v. Asst. CIT* [2014] 361 ITR 163 (SC). The other accused was Sasi Enterprises, a firm, in which she was a partner, where also the facts were identical.

As regards the presumption of culpable mental state, it was pointed out that it is merely a rule as regards burden of proof. Though the presumption would require existence of mens rea with burden on accused to prove the absence of same and that too beyond reasonable doubt, the accused

would be satisfying the law, if he proves the circumstances which prevented him from filing returns as per section 139(1) or in response to notice under section 142(1) or 148 of the Act within time. This clarification, no doubt, lightens the burden of assessee, since even in absence of such presumption, it is the explanation for not having filed the return within the time limit, that would decide the ultimate outcome of the prosecution.

Since the decision is a far-reaching one, there are some more aspects to be considered. The sanction of the Commissioner for prosecution was questioned in this case before the High Court, which had found that it cannot go into the question of sanction, while at the same time, it decided that any sanction order, which would shock the conscience of the Court cannot be upheld. If so, it would mean, that assessee's explanation in their responses to the show cause notice would have some relevance even for purpose of discharge especially in the context of very few cases out of lakhs of non-filers every year, which are chosen for prosecution. One may expect some guidelines as to the choice of cases either with reference to period of delay or the quantum of income or the nature of income or the past track record of the assessee or such other objective criteria, so that the choice of cases for prosecution is not made arbitrarily, a matter, which should merit consideration, so as to avoid the abuse of prosecution powers by indiscriminate choice of cases. Meanwhile, taxpayers should be aware of the serious consequences of not only of not filing return but even of delaying return.

Concession in stock options is deductible

There is a concession in stock options being the difference between market value of the shares on the date of grant of option and the price at which they are offered to the employees. The Assessing Officer disallowed the claim of the difference claimed as a perquisite to the employees on the ground, that it is capital expenditure as it related to issue of capital. The disallowance was confirmed in first appeal, but the Special Bench of the Tribunal in *Biocon Ltd. v. Dy. CIT* [2013] 25 ITR (Trib) 602 (Bang)[SB] held, that unlike issue of capital to the public, ESOP schemes were introduced to retain and reward employees, so that the concession allowed in the nature of discount is deductible as a perquisite for the employees. It is, therefore, a business expenditure of revenue nature. The other objection raised by the Assessing Officer was that it is not an expenditure at all, but only a contingent liability as the offer may not be availed. The Tribunal relied upon the decision of the Chennai Bench in *SSI Ltd. v. Dy. CIT* [2004] 85 TTJ

(Chennai) 1049, which was approved by the Madras High Court in *CIT v. PVP Ventures Ltd.* (2012) 211 Taxman 554 (Mad) in its judgement dated June 19, 2012 to hold that the discount under ESOP is in the nature of employee cost and hence deductible on the date of offer, but brought to tax in respect of lapsing options at the appropriate time. The decision of the Special Bench of the Tribunal in *Biocon Ltd.*'s case (supra) was followed by the Tribunal in *Mahindra and Mahindra Ltd. v. Addl. CIT* [2014] 29 ITR (Trib) 95 (Mumbai). These are welcome decisions.

Incidental issue, that may arise is whether the employees can be taxed in the year of offer, when it is allowed as a deduction in the hands of the employer. The criteria for taxing the employees as regards stock option is well-settled. It can be taxed only in the year of sale of shares acquired by availing stock option as capital gains. **MA**

s.rajaratnam@vsnl.com

DIRECT TAXES

Case Laws

- **Section 54 relief allowed as two houses were acquired instead of one big house to avoid disharmony among children** : Expression 'a residential house' used in section 54 doesn't refer to a single residential house; it permits use of plural. The assessee was not attempting to evade tax when instead of one big house, assessee chose to purchase two small residential houses (out of the sales consideration) for his two sons to avoid litigation or disharmony amongst brothers. Therefore, the assessee was entitled to exemption under section 54 in respect of acquisition of two residential houses - *CIT v. Khoobchand M. Makhija* [2014] 43 taxmann.com 143 (Karnataka)
- **Partners not liable to pay taxes on share of profits received from firm even if such profits included exempted income** : Partners are entitled to claim exemption under section 10(2A), on the share of profit received from the firm even if it includes that income which was exempted in the hands of the firm under various provisions of section 10. - *Vidya Investment & Trading Co. (P.) Ltd. v. Union of India* [2014] 43 taxmann.com 1 (Karnataka)
- **Assessee coming back after leaving his job abroad is not a mere 'visit' to India to avail bigger window of 182 days** : Return to India after resigning job abroad is not 'visit to India' under *Explanation* (b) to section 6(1) - *Mrs. Smita Anand, China, In re* [2014] 42 taxmann.com 366 (AAR - New Delhi)
- **Corporate guarantees are outside the ambit of international transaction even after retro amendment to section 92B** : Capital financing transactions covered by clause (i)(c) of the *Explanation* to section 92B are international transactions only if they have any real bearing as distinct from contingent effect on the profits, income, losses or assets of the enterprise. Corporate guarantees issued for the benefit of AEs do not cost anything to the issuing enterprise. These guarantees do not have any impact on profits, income, losses or assets of the enterprise. Therefore, corporate guarantees do not fall within the scope of the term 'international transaction' even after insertion of *Explanation* to section 92B by Finance Act, 2012 with retrospective effect from 1-4-2002 - *Bharti Airtel Ltd. v. ACIT* [2014] 43 taxmann.com 150 (Delhi - Trib.)

Statutes

- **AOs to identify taxable portion out of sum paid to NR to fix possible liability for TDS default under section 195** - Instruction No. 2/2014
- **Ministry notifies India-Latvia DTAA; incorporates LOB clause, provides 10% tax rate on royalty and FTS** - Notification No. 12/2014
- **Due date of filing TDS/TCS returns by Govt. deductor extended to 31-3-2014; no refund of fee paid under section 234E** - Circular No. 7/2014

INDIRECT TAXES

Case Laws

- **Marketing and support services to foreign company to stimulate Indian sales amounts to 'export'** - Place of Provision of marketing and support services to foreign

companies in relation to their Indian sales is governed by Rule 3 of Place of Provision of Services Rules, 2012 being location of service recipient (outside India) and said provision amounts to 'export of service' - *Tandus Flooring India (P.) Ltd., In re* [2013] 40 taxmann.com 513 / [2014] 43 GST 26 (AAR - New Delhi)

- **Late payment of taxes due to delay in payments by service recipients is reasonable excuse to seek penalty waiver** : Where delay in payments by service recipients seriously erodes assessee's cash flow leading to insufficiency of funds for paying taxes, it amounts to 'reasonable excuse' for default/delay in payment of tax; no penalty is leviable in such cases - *John B. Roberts T/A Languages Direct v. CCE* [2013] 40 taxmann.com 448 / [2014] 43 GST 55 (UKVDT)
- **Re-credit of wrongly reversed credit is not hit by bar of unjust enrichment** : Assessee is entitled to take *suo motu* credit of wrongly reversed credit and there is no need to claim refund thereof and, accordingly, section 11B and doctrine of unjust enrichment are inapplicable thereto. - *ICMC Corpn. Ltd. v. CESTAT* [2014] 42 taxmann.com 299 (Madras)
- **Labour and hire charges saved due to use of own machinery in works contract were deductible to determine turnover under VAT** : When an assessee, instead of taking machinery and tools on hire, purchases machinery and tool and employs them in execution of works contract, he is entitled to deduction, which represents labour/hire charges, in substitution of which machinery and tools were employed - *Larsen & Toubro Ltd. v. State of Karnataka* [2014] 42 taxmann.com 477 (Karnataka)
- **Deptt. may re-determine ACP if assessee furnishes wrong information** : If formula for determination of annual capacity of production (ACP) is applied to wrong information furnished by assessee, it will result in incorrect annual capacity of production being determined and in that case, relevant authority may make re-determination of capacity based on additional and further evidence - *CCE v. Arvind Refractories (P.) Ltd.* [2014] 42 taxmann.com 457 (Rajasthan)
- **No deemed manufacture if re-labelling of pack of chemicals were made to comply with laws and not for marketing** : Where relabelling of imported bulk packs of Lubricating Oil Additives was carried out only with a view to comply with Indian laws and not for purpose of marketing in India, and there was no repacking into smaller packs, such relabelling could not amount to deemed manufacture - *CCE v. Indian Additives Ltd.* [2014] 42 taxmann.com 295 (Madras)
- **Condition as to registration and testing of electronic goods with BIS prior to their imports is constitutional** - Electronics and Information Technology Goods (Requirement for Compulsory Registration) Order, 2012 providing for registration and testing of electronics/IT-goods with Bureau of Indian Standards (BIS) prior to their import is constitutional - *Global Excess v. Union of India* [2014] 42 taxmann.com 298 / [2014] 43 GST 699 (Gujarat)

Statutes

- **Importers issuing Cenvatable invoices to take Central Excise registration and file return as applicable to First Stage Dealers w.e.f. 1-4-2014** : Notification Nos. 8 to 11/2014-CE, dated 28-2-2014
- **Partial Reverse Charge Service Providers – Procedure for refund of unutilized Cenvat credit notified under rule 5B of CENVAT Credit Rules, 2004** : Notification No. 12/2014-CE, dated 3-3-2014

INDIAN TEXTILES AND CLOTHING INDUSTRY IN THE POST-MFA WORLD: A STRONGER TIGER WITH FEWER NAILS

The new world order does not bring good news for all the firms in this sector. It calls for large-scale production with greater competitiveness, less dependence on labour as a factor of production and strategic choice of export-orientation so as to survive and flourish in this changed environment



Dr. Mausumi Kar
Faculty & Head
Department of
Economics
Women's
Christian College
Kolkata

The policy makers across the world have always been emphasizing that export promotion policy should be followed by the developing nations to recover from their persistent BOP crises. India, being no exception, has been trying to fulfill this planning objective, which again depends primarily on the international competitiveness of India's exportables. Owing to its significant contribution, the Indian textile and clothing industry occupies a unique place in the Indian economy. This sector is extremely important in Indian economic scenario, being the largest industry of modern India as well as the largest net foreign exchange earner of the country. The contribution of this industry to the gross export earnings of the country is over 20% while it adds

only 2-3% to the gross import bill. This industry contributes about 4% of GDP, 14% of total industrial output and provides employment to about 35 million people of the country. Among Textile and Apparel, it is Apparel (Clothing) industry, which is of more recent origin and is primarily the producer of exportables. However it is worth mentioning that, in spite of being the largest net foreign exchange earning sector of India, India's share, in world exports of Textile and Apparel is too low as compared to that of the other nations, specifically, the Asian Giants. Thus the main thrust of India's Export Promotion Policy is related to this sector and in recent times, the changing global economic order and the newly formed rules are expected to affect this sector to a considerable extent.

A Brief Review of Literature

Textile was the first organized industry that came up in the country. Being the first industry, it came up in clusters in some of the states. The contribution of textiles in manufacturing value-added was very high from the beginning (Anubhai and Mote, 1994). The textile industry of India, especially cotton textiles, is the second-largest in the world, next only to China's. The industry consists of many segments: spinning mills, integrated spinning-weaving mills, powerlooms, handlooms, hosiery, manufacturers of man-made fibres and cloth, textile machinery, and component manufacturers, etc (Roy, 1999). Beside the regular factory based clothing industries, a diversified 'subcontracting system' evolved as another form of production in the Indian garment industry. Division of labour could be attained by subdividing the production process whereby each of the different subcontracting units had a specified function (Chatterjee and Mohan, 1993). Given the vast size and early development of her textile industry, it was only natural for India to start out as an exporter of primarily textile items. Clothing exports, however, grew rapidly in the 1970s from a negligible base. The precipitous decline in the share of textiles from a level of around 80% in 1971-74 to 51% in 1983-86 and the corresponding rise in the share of clothing is quite apparent from various earlier literature like Jethnandani and Bhalla, (1989). By the late 1980s, around 80% of India's total exports of clothing and textiles was to the Developed Market Economies (DMEs) of Western Europe and North America, around 10-15% to the Centrally Planned Economies (CPEs) of the Eastern Bloc with which trade took place on a rupee basis, leaving a relatively miniscule percentage of exports to the fast growing non-quota markets viz. HongKong and Japan (Misra, 1993). The first striking fact for India's garment exports is its commodity composition. Almost two-thirds of its exports are accounted for by five product categories viz. women's blouses, dresses, skirts, men's shirts and knitted undergarments. Given the domestic availability of cotton fabrics at internationally competitive prices, it is understandable that almost 75% of India's garment exports are made of cotton fabrics, Debroy (1996).

Faced with low-cost competition from the developed countries, the developed industrialized countries had essentially responded in various ways. The most obvious response had been the initiation of the restrictive trade regime to regulate the trade in textiles since 1960s. Following that, the developed countries have tried to effectively limit, in quantitative terms, the inflow of imports from the developing countries, institutionalized most notably by the Multi-Fibre Arrangement (MFA) since January 1, 1974. The MFA exempted the textile and garment trade from GATT disciplines, allowing industrial countries to impose bilateral quotas on imports of various textiles and

garment product categories. However, during the Uruguay Round of trade negotiations in 1994, it was agreed that MFA would be phased-out in steps through the implementation of the Agreement on Textiles and Clothing (ATC). On January 1, 2005, the MFA was fully phased-out and hence the trade in textiles and garments would no longer be subject to quotas. The dismantling of the quota regime represents both an opportunity as well as a threat. An opportunity because markets will no longer be restricted; a threat because markets will no longer be guaranteed by quotas and even the domestic market will be open to competition (Kathuria and Bharadwaj, 1998) & (Verma, 2002). In more recent studies in this context, the impact of China's WTO accession has been incorporated. While there does not seem to be a consensus opinion on what the impact of the elimination of quotas within ATC might imply, there seems to be a growing concern that the impact of China's accession to WTO will have a massive impact on global textile & clothing exports (Spinanger and Verma, 2003). Hence it can be a cause for concern for a country like India whose performance in the international market will depend solely upon its degree of competitiveness vis-à-vis others (Hashim, 2005).

Now competition is an integral part of the way in which markets generally function and there are a large number of factors which help to determine the degree of competition in markets. Permanent (or fixed) features of a market which are exogenous to the short-run price and non-price decisions made by firms are often referred to as elements of 'market structure' which, again, is a major determinant of market performance. Perhaps the most commonly discussed element of market structure is the number and size distribution of incumbent firms, frequently summarized in the form of a 'Concentration Index' like the 'five firm concentration ratio' (Gerosky, 1994).

Over the years, Government of India has granted many concessions and incentives to this industry with the result of considerable increase in total production of this sector. Although the development of textile sector was earlier taking place in terms of general policies, in recognition of the importance of this sector, a separate Policy Statement was made in 1985 which is followed by subsequent policy developments in 1993, 1994-96, 2000 and so on. Being in this scenario, we will try to examine the changes in the domestic structure of India's Textile and Clothing industry by comparing the values of concentration indices for the period after liberalization of international trade in textiles as well as initiation of domestic policy reforms. Besides, some major firms are identified for this sector to analyze the relation between their cost shares, export shares and profit trend during the last couple of years.

Brief Overview of the Domestic Policies

Textile Policy-1985

With the aim of developing the three sectors of the industry in an integrated manner, the government announced a new **Textile Policy in June 1985**. The main objective of this policy was to enable the industry to increase production of cloth of good quality at reasonable prices for the vast population of the country as well as for export purposes.

As a follow up of the Textile Policy, 1985, **the industry has been De-licensed as per the Textiles (Development & Regulation) Order 1993**.

Subsequent development, particularly the coming into existence of WTO has underscored the need for modernisation and technological upgradation of this sector. This has necessitated that a fresh look be given to the Textile Policy of 1985 so that the textile sector becomes truly competitive in the global context and at the same time meets the domestic needs.

New Textile Policy-2000

The Expert Committee on Textile Policy under S.Sathyam, set up in 1998, submitted its report to the government in August 1999. One of the important targets outlined in the Textiles Policy 2000 was to push textile and apparel exports from \$11 billion to \$50 billion by 2010 with the share of garments at \$25 billion.

Main features

- In order to encourage garment exports, a centrally sponsored scheme titled 'Apparel Parks for Exports Scheme' has been launched for setting up of apparel manufacturing units of international standards at potential growth centres. Under this scheme, nine Apparel Parks are envisaged at
 1. Bangalore (Karnataka),
 2. Ludhiana (Punjab),
 3. Kanchipuram (Tamil Nadu)
 4. Surat (Gujarat),
 5. Tiruvananthapuram (Kerala)
 6. Tirupur (Tamil Nadu)
 7. Tronica City (U.P.)
 8. Kanpur (U.P.)
 9. Visakhapatnam (Andhra Pradesh)
- The decentralized sector activities covering handloom, powerloom, sericulture, handicrafts and wool constitute an important segment of the industry. During 2002-03, a cluster-based approach was adopted as an important policy measure for implementing schemes/programmes in these sectors.
- Major reforms took place on the indirect tax treatment of the Textile sector in 2003-04, seeking to remove tax-induced distortions. More specifically, the CENVAT* chain

was completed to improve compliance and to reduce the negative influence of taxation on firms' decisions regarding choice of technology and thereby encourage modernization and global competitiveness. Besides, excise exemptions are given strategically. The customs tariff on specified textile machinery, apparel grade raw wool etc was cut to 5%.

All these developments have helped set the stage for large-scale investments in the Indian textile industry and improvements in export competitiveness.

Analysis

In this section, we wish to examine the structure of the Textile and Clothing Industry in India as reflected by the change in the different kind of Concentration Indices for the Textile and Clothing manufacturing and exporting firms over the years, for the period of 1998-2012.

The data for this study is obtained from secondary sources. Firm level data are collected from the Center for Monitoring Indian Economy (CMIE) database. It is worth mentioning here, that this database is constructed by compiling the information, collected from different firms in the industry. The information is provided by them completely on a voluntary basis.

This particular 15-year period is chosen as the period of interest as it captures the impact of both the post-reform and more liberal domestic textile scenario and the first round phasing-out of MFA quotas (and thereby first step integration of textile trade in the WTO framework) in the international market. As mentioned earlier, the structural transformation of any industry is generally reflected by the changes in the values of the Concentration Indices over the stipulated period. As there are more than 750 firms in our database (considering all the manufacturing and exporting firms in the Textile and Clothing sector), we have calculated different types of concentration indices and compared them to get a definitive outcome. We have calculated both the 10-firm and 50-firm Concentration Ratios by identifying the top 10 and top 50 firms of the industry for all those years and calculating their shares in total sales of the market. In expectation of further refinement, we have also calculated the Hirschman-Herfindahl Index of concentration, which is basically the sum of squares of the shares of the top 50 firms of the industry, for the entire period of our study and tabulated them. **Table 1** represents the values of total sales of all the firms taken together, 10-firm concentration ratio (CR10), 50-firm concentration ratio (CR50), and Hirschman-Herfindahl Index (HHI) for 1998-2012.

* CENVAT – Central Value Added tax (CENVAT). It was introduced through the budget of 2000-01 as an Industrial Policy initiative. It would be introduced for rationalization of excise duty and for reduction of the no. of rates of excise duty.

Table 1: Total sales of the industry and the concentration indices

YEAR	TOTAL SALES(in Rs. Million)	CR10	CR50	HHI
1998	458789.7	0.265935787	0.539182549	0.043106
1999	479718.9	0.275774417	0.542131444	0.044875
2000	533338	0.28489757	0.545870911	0.047751
2001	592084.6	0.281744028	0.545416989	0.048478
2002	560916	0.239365609	0.502304623	0.050872
2003	620847.3	0.247778802	0.494131488	0.051525
2004	642901.9	0.263405661	0.521553755	0.052845
2005	717767.3	0.280616991	0.533050753	0.055648
2006	785648.9	0.26945726	0.530489128	0.053036
2007	911765	0.279931232	0.539288852	0.057014
2008	1081350.1	0.280778075	0.542134874	0.057666
2009	1167977.5	0.273324786	0.555342034	0.053614
2010	1269895.9	0.260063837	0.561796995	0.037895
2011	1421381.8	0.260382889	0.591362855	0.030675
2012	928895.7	0.376461319	0.688540059	0.04495

Source : CMIE database

Table 1 gives a clear view of the pattern of change in the structure of the Textile and Clothing industry in the context of liberalization of textile trade (elimination of bilateral MFA quota) and the substantial reform in the domestic industrial policy exclusively for this sector. As the overall results show, all the indices show an increasing trend of concentration specifically between the first and the final year but there are some intricacies which should not be overlooked. For instance, prior to 2012, the share of top 10 firms in the total sales remain more or less constant while a slightly increasing trend is observable for the share of top 50 firms in the total sales. Similarly, the HHI show a consistent upward trend till 2009, while in 2011, there is a substantial decline, though in the final year, HHI also start moving upward. In the changing global scenario, after the gradual dismantling of bilateral MFA quota and integration of textile and clothing trade in the WTO framework, when the domestic firms have to face severe competition from the low cost international firms, the natural outcome is the emergence of price, cost and quality competitiveness. Naturally, in the domestic front only those firms having such competitiveness accrued from scale-related advantages can survive and the smaller and non-profitable firms have to leave the market. The consequence of the situation is nothing but the increased concentration which is revealed in our study. But among the top or large firms the competition was not so stern till 2009 as reflected by a gradual increase in the value of HHI. However, the competition actually grew in 2010 indicating a significant decrease in HHI of concentration. These unique features have some relation to the value of total sales of the industry too. Total sales by all firms of this industry

taken together consistently increase over the years that is absolutely natural keeping in mind the increase in price per unit or quantity sold in the market. On the contrary, the year 2012 show an almost reverse trend for all the parameters including total sales. A drastic reduction in total sales is accompanied by a significant increase in 10-firm and 50-firm concentration ratio. A far more interesting fact is that, HHI shows an upsurge again in 2012 although decline in total sales (and therefore, the increase in each firm's share) is not the only responsible factor for that. On the contrary, it is an indication of the exodus of less competitive and non-competitive relatively smaller firms and dominance of larger firms which is a natural outcome of increased international competition. As a matter of fact, in 2012, although there is substantial increase in large firms' share in total sales, yet HHI shows a 'not-so significant' rise owing to increased competition among the toppers.

The above study is focused on the change in the aggregate pattern of the domestic industrial structure. Now we will present a more comprehensive analysis of the most prominent Textile and Clothing manufacturing and exporting firms in our country.

We have chosen eight largest firms of this industry who have maintained their supreme position in last consecutive five years in terms of their total sales. We have identified total wage bill (including salaries, wages, bonus, ex gratia, provident fund & gratuities paid to the all the workers employed there), total capital cost, total value of export of goods (f.o.b) and profit after tax (PAT) of these eight firms and conducted a trend analysis. Total wage bill, total capital cost and total export of goods are expressed as share of their respective to-

Table 2: Share of labour cost of the firms.

Company name	Shares in different years				
	2012	2011	2010	2009	2008
Grasim Industries Ltd.	0.057523	0.055741	0.050056	0.045317	0.044179
Alok Industries Ltd.	0.028477	0.030389	0.035869	0.037715	0.035871
J B F Industries Ltd.	0.008561	0.009829	0.008698	0.008034	0.006855
Vardhman Textiles Ltd.	0.054632	0.055159	0.060512	0.060544	0.065433
Garden Silk Mills Ltd.	0.021034	0.018903	0.020216	0.022077	0.024229
Arvind Ltd.	0.09483	0.099449	0.101297	0.101253	0.101014
S Kumars Nationwide Ltd.	0.025438	0.020188	0.018456	0.017286	0.022022
S R F Ltd.	0.039874	0.038221	0.044215	0.046846	0.036828

Source : CMIE database

Table 3: Share of capital cost of the firms.

COMPANY NAME	Shares in different years				
	2012	2011	2010	2009	2008
Grasim Industries Ltd.	0.017075	0.018223	0.010256	0.007527	0.007899
Alok Industries Ltd.	0.089164	0.118758	0.174256	0.065682	0.126368
J B F Industries Ltd.	0.033544	0.025436	0.021865	0.024393	0.031091
Vardhman Textiles Ltd.	0.016239	0.017501	0.020877	0.023151	0.024473
Garden Silk Mills Ltd.	0.010172	0.010438	0.014377	0.175647	0.020989
Arvind Ltd.	0.072263	0.095399	0.103864	0.109341	0.122274
S Kumars Nationwide Ltd.	0.099492	0.134123	0.151427	0.200173	0.277257
S R F Ltd.	0.01746	0.01919	0.029394	0.038133	0.038399

Source : CMIE database

Table 4: Profit after tax of the firms (in rs. Million)

COMPANY NAME	2012	2011	2010	2009	2008
Grasim Industries Ltd.	11770	11817.1	20921	16479.6	22326
Alok Industries Ltd.	3805.3	4043.6	2473.4	1883.9	1986.9
J B F Industries Ltd.	486.7	1314.5	1287.8	735	1387.5
Vardhman Textiles Ltd.	1110.5	4458.1	2157.1	1420.2	1225.5
Garden Silk Mills Ltd.	788.8	878.7	632	495.8	400
Arvind Ltd.	4342.3	1348	520	478.7	273.6
S Kumars Nationwide Ltd.	364.7	1727	1061	600.9	1781.3
S R F Ltd.	3873.8	4834.4	3094.2	1632.8	1387.3

Source : CMIE database

tal sales for the purpose of normalization. Following tables depict the results that are interpreted later.

Table 2 and Table 3 present the share of labour cost and capital cost in total value of output of the firms respectively over the last five years. We have chosen last five years in order to have a bird's eye view on the firm-level study in the contemporary perspective. It is envisaged that among the largest and most prominent eight firms in the industry, share of labour cost has consistently increased only for two firms namely Grasim Industries Ltd. and JBF Industries Ltd. For others, share of total wage bill consistently declined except for S. Kumars Nationwide Ltd. that show an upsurge only

in 2012. Moreover, a minute look at Table 3 also depicts the fact that except Grasim Industries Ltd., almost all the firms could reduce the share of total capital cost in the last five years. **Table 4** presents the values of profit (after Tax) of the said firms. A closer look reveals an unique relation between share of labour cost and total profit of the firms. The firms with declining labour cost are the firms with increasing profit earning capabilities and vice-versa. In other words, the firms earning more and more profit are those spending less and less on labour. Thus dependence on technological factors is gradually increasing for those who are the fittest. Not only that, earlier prediction of the economists that ex-

Table 5: Share of export in total sales of the firms

COMPANY NAME	2012	2011	2010	2009	2008
Grasim Industries Ltd.	0.208297	0.163964	0.081467	0.041079	0.032557
Alok Industries Ltd.	0.298693	0.306372	0.317872	0.308317	0.411834
J B F Industries Ltd.	0.114902	0.167203	0.215557	0.08331	0.118861
Vardhman Textiles Ltd.	0.409004	0.334967	0.254407	0.25128	0.190847
Garden Silk Mills Ltd.	0.102316	0.085937	0.05956	0.047904	0.015003
Arvind Ltd.	0.422033	0.425389	0.460226	0.387247	0.431168
S Kumars Nationwide Ltd.	0.01904	0.02484	0.005058	0.000568	0.009144
S R F Ltd.	0.364613	0.24732	0.268634	0.406951	0.322114

Source : CMIE database

port competitiveness will make the survivors more profitable, is not necessarily true at least in the Indian context. Six out of the eight Indian firms show an inverse trend between export orientation and profit earned. The firms whose exports gradually increased in the last five years, have experienced a consistent decline in profit.

Global outsourcing, technical change, and falling barriers to trade worldwide have transformed the structure of production and global competition in the textile and apparel industry. With the elimination of textile quotas on January 1, 2005 an intense restructuring of existing patterns of sourcing and supply is underway, creating anxiety among apparel producers about their place in the global division of labour in textiles and apparel.

Our trend analysis as well as the study of industrial concentration and/or competition brings forth an important observation for Indian textile and clothing sector. The new world order does not bring good news for all the firms in the sector. The situation calls for large-scale production with greater competitiveness, less dependence on labour as a factor of production and strategic choice of export-orientation so as to survive and flourish in this changed environment. In a nutshell, this sector is now more competent than earlier but with lesser number of competitive firms.

References

1. Anubhai, P and V.L. Mote, 'India's Textile Industry: A Case Study of Subsectoral Restructuring', in S.D. Meyanathan (ed.), *Managing Restructuring in the Textile and Garment Subsector: Examples from Asia*, EDI Seminar Series, The World Bank, 1994.
2. Chatterjee, S. and R. Mohan, 'India's Garment Exports', *Economic and Political Weekly*, August 28, 1993
3. Debroy, B., 'Textiles and Clothing', in *Beyond the Uruguay Round – The Indian Perspective on GATT*, New Delhi: Response Books, 1996.
4. Gerosky, P.A., 'Entry and Market Share Mobility', in J. Cable (ed.), *Current Issues in Industrial Economics*, The Mac-

- millan Press Ltd, 1994.
5. Hashim, D.A., 'Post – MFA: Making the Textile and Garment Industry Competitive', *Economic and Political Weekly*, January 8, 2005.
6. Jethandani, K and S.S. Bhalla, *India's Textile Sector: Trade Prospects, in A Report by the Policy Group*, New Delhi, 1989.
7. Kambhampati, U.S., *Industrial Concentration and Performance - A Study of the Structure, Conduct and Performance of Indian Industry*, New Delhi: Oxford University Press, 1996.
8. Kathuria, S., 'Competitiveness of Indian Industry' in D. Mookherjee (ed.), *Indian Industry: Policies and Performances*, Oxford University Press, USA, 1995.
9. Kathuria, S. and A. Bharadwaj, *Export Quotas and Policy Constraints in the Indian Textile and Garment Industries*, Policy Research Working Paper No.2012, The World Bank, Washington D.C., October 1998.
10. Knappe, M., 'Textiles and Clothing: What Happens After 2005?', *International Trade Forum*, International Trade center, 2003, Issue 2, page 16.
11. Marjit, S. and A. Raychaudhuri, *India's Exports: An Analytical Study*, New Delhi: Oxford University Press, 1997.
12. Misra, S., *India's Textile Sector: A Policy Analysis*, New Delhi: Sage Publications, 1993.
13. Spinanger, D. and S. Verma, *The Coming Death of the ATC and China's WTO Accession: Will Push Come To Shove for Indian T&C Exports?*, Mimeo, Kiel Institute of World Economics, June 2003.
14. Tewari, M., 'Is Price and Cost Competitiveness Enough for Apparel Firms to Gain Market Share in the World after Quotas? A Review', *Global Economy Journal*, Article 5, Volume 6, Issue 4, 2006.
15. Verma, S., *Export Competitiveness of Indian Textile and Garment Industry*, ICRIER, Working Paper No.94, New Delhi, November 2002. **MA**

mausumi2606@yahoo.co.in

ICWAI MARF

Enhancing Value for Enterprise

ICWAI Management Accounting Research Foundation



Promoted by

The Institute of Cost Accountants of India

Management Development Programmes 2014-2015



ICWAI Management Accounting Research Foundation



Promoted by

The Institute of Cost Accountants of India

MDPs CALENDAR 2014-15 (OPEN PROGRAMMES)

Duration	Topic	Venue	Residential/ Non Residential	Fee (Rs.)*
22-25 April, 2014	Recent Trends in Financial Management including Companies Act, 2013	Mussoorie	Residential	45,000
27-30 May, 2014	Service Tax- Issues and Problems	Mount Abu	Residential	45,000
17-20 June, 2014	Finance for Junior Finance and Accounts Officers & Non-Executives (F&A)	Kodaikanal	Residential	45,000
	Recent Trends in Financial Management including Companies Act, 2013			
16-18 July, 2014	Management of Taxation	New Delhi	Non Residential	25,000
5-8 Aug, 2014	Advance Tax, TDS & Tax Planning	Indore	Residential	45,000
	Risk Based Internal Audit for Effective Management Control			
16-19 Sept, 2014	Contracts and their Management	Alleppey (Kerala)	Residential	45,000
14-17 Oct, 2014	Service Tax- Issues and Problems	Goa	Residential	45,000
	Finance for Non-Finance Executives (F&A)			
12-14 Nov, 2014	Recent Trends in Financial Management including Companies Act, 2013	New Delhi	Non Residential	25,000
16-19 Dec, 2014	Service Tax-Issues and Problems	Shirdi	Residential	45,000
	Contracts and their Management			
20-23 Jan, 2015	Advance Tax, TDS & Tax Planning	Jaipur	Residential	45,000
	Risk Based Internal Audit for Effective Management Control			

24-27 Feb, 2015	Service Tax-Issues and Problems	Port Blair	Residential	45,000
23-26 Mar, 2015	Recent Trends in Financial Management including Companies Act, 2013	Srinagar	Residential	45,000

Note: * Plus applicable Service Tax.

The **Residential programme** fee includes accommodation on single room basis, course fee, course material, all meals and visits. The charges for accompanying Spouse would be ₹ 1,500/- (Rupees One Thousand Five Hundred only) for all the days towards accommodation, meals and visits. However, children will be charged on actual basis.

The **Non Residential programme** fee include course fee, course kit including course material, Lunch and Tea/Coffee during the programme.

CEP Credit Hours-(For 1 day Prog.-4 Hours) (For 2 Days Prog.-6 Hours) (For 3 Day Prog.-10 Hours) for CMA's

For Kind Information:

For outstation programmes the participants are requested to get the confirmation from the ICWAI MARF before proceeding to the venue. The ICWAI MARF will not be held responsible if any participant reaches the venue for the postponed/cancelled programme without getting the confirmation from the ICWAI MARF. The cancellation/postponement of the programme, if any, will be intimated to only those organizations whose nominations have been received by the ICWAI MARF on time.

LIST OF TOPICS ON WHICH MDPs CONDUCTED FOR VARIOUS CORPORATES IN RECENT PAST

- Activity Based Costing and Management
- Advance Tax, TDS and Tax Planning
- Capital Budgeting and Investment Decisions
- Converged Indian Accounting Standards
- Corporate Tax – Planning, Compliance and Management
- Cost Accounting Records Rules and Cost Audit Report Rules (CARR & CAR)
- Contracts and Their Management
- Corporate Taxation
- Cost Analysis
- Cost Management
- Cost Control and Cost Effectiveness
- Costing for Engineers
- Derivatives and Risk Management
- Evolving from Manager to Leader
- Finance for Junior Finance and Accounts Officers and Non – Executives (F & A)
- Financial Management
- Financial Management for NGOs and Autonomous Bodies
- Finance for Non-Finance Executives
- Financial Risk Management
- Foreign Exchange Risk Management
- Import-Export Procedures and Documentation
- International Financial Reporting Standards (IFRS)
- Induction Training Programme
- Management Accounting
- Management of Taxation
- Managerial Effectiveness
- Materials Management
- Orientation Programme for Executives/Non-Executives
- Project Cost Management
- Project Management and Project Financing
- Revised Schedule VI
- Risk Based Internal Audit for Effective Management Control
- Service Tax
- VAT
- Valuation and DCF Modelling using Excel

SOME OF VALUED ORGANIZATIONS FOR OUR EXCLUSIVE MDPs

- Airport Authority of India
- Bhakra Beas Management Board (BBMB)
- Bharat Aluminium Company Ltd.
- Bharat Heavy Electricals Ltd.
- Bharat Sanchar Nigam Limited
- Central Electricity Regulatory Commission
- Council of Scientific & Industrial Research (CSIR)
- CAG Office, New Delhi
- DCM Limited
- Delhi Jal Board
- Delhi Tourism & Transportation Development Corp.Ltd.
- Delhi Transco Ltd.
- Department of Personal and Training, Govt. of India
- Department of Posts, Govt. of India
- Directorate General of Quality Assurance (DGQA), Ministry of Defence, Govt. of India
- Engineers India Ltd.
- GAIL (India) Ltd.
- Hindustan Copper Limited
- HUDCO Ltd.
- IBP Company Limited
- Indian Air Force
- Indian Navy
- Indian Farmers Fertilisers Cooperative Ltd.
- Indian Oil Corporation Limited
- Indian Railway Catering and Tourism Corp. Ltd. (IRCTC)
- Indian Railways
- Indian Renewable Energy Development Agency Ltd.
- Inland Waterways Authority of India (IWAI)
- IRCON International Ltd.
- KRIBHCO Ltd
- Lanco Groups of Companies
- Mahanadi Coalfields Ltd.
- Mahanagar Telephone Nigam Ltd.
- Maruti Udyog Ltd.
- MMTC Ltd.
- Ministry of Tourism, Govt. of India
- National Academy of Customs, Excise and Narcotics
- National Academy of Defence Accounts
- National Aluminium Co. Ltd.
- National Building Construction Corporation Ltd.
- National Highways Authority of India Ltd.
- National Seeds Corporation Ltd.
- Nepal Electricity Authority, Kathmandu, Nepal
- Nepal Telecom Co. Kathmandu, Nepal
- Nuclear Power Corporation of India Ltd. (RAPS)
- North Eastern Electric Power Co. Ltd.
- O.N.G.C. Ltd.
- Ordnance Factory Board
- Oil Industry Development Board
- Power Finance Corporation Ltd.
- Power Grid Corp. of India Ltd.
- Power Transmission Corp. of Uttarakhand Ltd.
- Punjab State Power Corporation Ltd.
- Raitel Corp. of India Ltd.
- RITES Limited
- Rural Electrification Corp. Ltd.
- SJVN Limited
- Tata Power Co. Ltd.
- THDC India Ltd.
- West Bengal State Electricity Distribution Co. Ltd.

FOR FURTHER DETAILS AND REGISTRATION PLEASE CONTACT:

CMA Sanjeev Goel
Joint Director
(M) +91 9810965145
cep.sanjeev@icmai.in

ICWAI Management Accounting Research Foundation
CMA Bhawan, 3 Institutional Area, Lodhi Road, New Delhi - 110 003.
Phones: (D) 011-24666131, 24666130, 24618645; **Tele-fax:** 011-24666131
E-mail: mdp@icmai.in; **Website:** www.icwaimarf.org

Chairman
CMA Suresh Chandra Mohanty

Eastern India Regional Council

South Odisha Chapter of Cost Accountants

The Chapter conducted a career counselling programme at a college in Berhampur on February 15, 2014 and CMA N.C. Kar, the chairman of the Chapter was the chief speaker who spoke on the course duration, the prospects and viability for class 12 students and students pursuing graduation courses. He also spoke on convenient fees structure for the middle and lower middle class students of society in comparison with other professional courses, short span of course, the examination pattern, the management trainings, seminars, professional guidance etc. The queries of the students regarding the course and procedure for admissions had been satisfactorily met up and many prospective students of the college had shown inclination to seek admission for the course. Banners were displayed and pamphlets along with profiles had also been distributed among the students.



Cuttack-Jagatsinghpur-Kendrapara Chapter of Cost Accountants

The inaugural ceremony of the Chapter had been held on March 2, 2014. Shri Bhartruhari Mahatab, M.P (Loka Sabha), Cuttack was the Chief Guest who advised the Cost and Management Accountants to be honest in their work and requested the professionals to adopt professionalism in greater spirit and mind. He also made aware of the scams happening in India and abroad. CMA S.C. Mohanty, President of the Institute presided over the meeting and briefly explained the role of Cost Accountants in the area of Mining, Infrastructure, Ports, Steel, Coal and relevant other fields. CMA Pravakar Mohanty, Head (Finance), IDC of Orissa Ltd and Past President of the Institute was the Guest of Honour. He explained the threats, the challenges before the Cost Accountants in the recent period and requested the President CMA S.C. Mohanty, to extend the support to the new born Chapter for its promotion. CMA S.K. Sahoo,



D.G.M (Finance), GRIDCO Ltd, Bhubaneswar and Member of EIRC assured necessary cooperation to be provided to the Chapter.

Northern India Regional Council

Faridabad Chapter of Cost Accountants

The Chapter conducted a seminar on ‘Threats and Opportunities for CMA profession in the light of Company’s Act 2013’ on February 15, 2014. CMA Krishan Singh Berk, Practicing Cost Accountant and senior member of the Institute was the Guest Speaker who highlighted and made everybody aware on the threats and opportunities to



supersede these threats in the light of Company's Act, 2013. Senior member CMA Shri C M Malpani elaborated the following topic in a very fluent style and CMA M R Handa, Chairman of the Chapter summed up the meeting which earned a total of 2 CEP hours.

Lucknow Chapter of Cost Accountants



The Chapter organized 'CMA Youth Fest 2014' for CMA Students on the theme of 'Sandesh CMAniac Here the Risers Meet the Opportunities' on March 2, 2014. Hon'ble Shri Madhukar Jetley, Chief Advisor of Lucknow Metro Rail Corporation, Minister of U.P. Govt. was the Chief Guest and Shri Navniet Sakera, DIG

of UP Police Lucknow was the Guest of Honour at the fest. CMA Pankaj Gupta, Director General of Jaipuria Institute, CMA Sanjay Gupta, Central Council Member, CMA Saurabh Srivastava, Vice Chairman of NIRC, CMA Sunil Singh, Chairman of the chapter, CMA Seema Singh, Vice-Chairperson of the chapter were among the dignitaries present in the occasion. Hon'ble Shri Jetley said an initiative on his part would be taken to advise UP Government to set up Metro Rail Project at Lucknow with the assistance of Cost & Management Accountants and also to run Metro rail in Lucknow on lower cost to public. He also praised the profession and according to him, the CMAs are the best professional bodies to control the sluggish economy. CMA Sanjay Gupta briefed on information technology for updating & sharp skill through e-learning and he stated that a Cost and Management Accountant can specialize in navigating managerial decisions, help in stabilizing budgets and standards, assessing operational efficiency and the effectiveness of production and service management, identifying accountability for profit variance. Eminent speaker CMA Pankaj Gupta talked about the importance of discipline and communication skills. Also whilst interjecting with anecdotes, in connection with his personal experiences, Shri Navniet Sakera, in his address to members and students stressed on the vital need of communication skills in this competitive era. CMA Anuradha Kumar emphasized the importance of attitude and she believed that nobody can become successful without effective utilization of the same. CMA Rakesh Singh, Immediate Past President of the Institute solved the numerous queries of the students related to professions, placements and draft rules and had an interactive session with the students.

Southern India Regional Council

An oral coaching inauguration programme for Foundation, Intermediate and Final course for June 2014 Examinations was held at SIRC Premises on January 4, 2014. Shri Srimath Gauthamanandaji Maharaj, President, Ramakrishna Math, Mylapore, Chennai, the Chief Guest and Shri Thiru K. Shanmugam IAS Principal Secretary to Govt. Finance Department, Govt. of Tamil Nadu rendered their key note address and CMA M. Gopalakrishnan, former president & Council Member, Shri Thiru A. Pari, IPS DIG of Police (Social Justice and Human Rights) and Shri Thiru K.V.S. Gopalakrishnan, former DGP rendered special address. In his motivational speech, CMA M.P.Vijayakumar, CFO, Sify Technologies advised the students pursuing the course to improve their communication skills, interpersonal skills, presentation skills,



multifunctional skills, emotional skills, 24X7 working

culture to obtain a leadership position in multinational organisations to boost up the students for their bright future. Shri A. Pari, IPS emphasized the students on their personal characteristics and self discipline and advised the youth to follow the preachings of Swami Vivekananda. Shri K. Shanmugam, IAS in his key note address highlighted the practical aspects of Swami Vivekananda's preachings and he also stated in brief the need to study 'Cost Accountancy Course' in the present scenario. CMA M. Gopalakrishnan related Shri Swami Vivekananda preachings on 'Integrity', 'Character' and 'Ethics'. Shri K.V.K. Gopalakrishnan, IPS (retired), in his thought provoking address elaborated on Swami Vivekananda's preaching giving valuable illustrations. The Chief Guest Swami Gauthamanandaji Maharaj requested to create awareness on spiritualism for a healthy nation and also he mentioned the importance of preachings on Swami Vivekananda that will create an impact on the current youth generation. He also released the coaching calendar and distributed prizes to the rank holders and winners in the competition held to commemorate the 150th Birth Anniversary of Swami Vivekananda. The programme concluded with a proposed vote of thanks by CMA S. Ramachandran, Treasurer, SIRC.

SIRC also organized a one day seminar on Service Tax

& Transfer Pricing on February 18, 2014. Shri R. Periasami, IRS, Commissioner of Service Tax, Chennai, in his address, emphasized the need for updating knowledge on Service Tax dominating in future in indirect taxation regime. There were two sessions handled by Shri P. Ravindran, Advocate, Chennai, an expert on Indirect Taxation highlighted on topics of Service Tax and Shri M. Sathya Kumar, specializing in Global Transfer Pricing, Chennai handled on Transfer Pricing Regulations. CMA S. Ramachandran, Treasurer, SIRC proposed vote of thanks at the end of the sessions.

SIRC at its premises organized a training programme on the theme 'Salient Features of Companies Act – 2013' on February 26, 2014 exclusively for the benefit of top officials of the Tamil Nadu State Government. The programme was inaugurated by Shri Thiru K. Shanmugam, IAS, Principal Secretary to Govt., Finance Department, Govt. of Tamil Nadu. He emphasised on the role of finance in running the Government and he sought the support of each and every official for better financial prudence and governance. There were two technical sessions handled by Shri Gopal Krishna Raju and CMA M.P. Vijaya kumar. Shri Thiru T. Udhayachandran, IAS, Secretary to Government (Expenditure), Govt. of Tamil Nadu was the Chief Guest in the valedictory Session.

Trivandrum Chapter of Cost Accountants

The Chapter conducted a professional development programme on the topic 'Changing Role of HRM in the Knowledge Economy' at its premises on February 9, 2014. The programme was conducted by Dr. Ajith Prabhu, Joint Director, Kerala State Council for Science, Technology and Environment who discussed on the following topic in details. According to him, human resources has assumed immense importance though the enterprises at present face a lot of complications in incurring expenditures in its management and development as comparable to earlier decades. He also deliberated in details the assessment of costs and values that involves use of scientific and psychological parameters and stated that the CMAs have a big role to play in the concerned area. In his presidential address, CMA Joseph Louis, chairman of the Chapter spoke on HRM and HRD considering them as the substitute for the second element of cost viz. employees cost and also said that its management and control is very difficult in the present context. CMA Joseph Paul Thatchil, Managing Committee member of the Chapter introduced the speaker and welcomed the dignitaries present over there. Vice Chairman of SIRC, CMA H. Padmanabhan being present in the seminar concluded by stating the relevance of the subject chosen in the seminar and he also said that without paying proper attention to this

concerned area of cost no companies can survive. The session was very interactive clearing doubts of the students and members present over there also expressed their opinions. The programme came to an end with the proposed vote of thanks by CMA Prasanth S.

Coimbatore Chapter of Cost Accountants



The Chapter conducted an inspection of the satellite center on February 4, 2014 conducted by the Vice-Chairperson of the chapter, CMA Meena Ramji. The session was interactive and the students actively participated and cleared their doubts. On February 12, 2014, the Chapter organized a workshop on memory enhancing methods for the students to enable them to achieve success in their examination. The students found the programme very beneficial and it was conducted by Dr.V. Sukumar, Educational Psychologist. The chapter commenced for the first time to assist the postal students in their preparation for exam, week end oral coaching classes for Intermediate course. The Chapter conducted the PDP meeting for February on February 26, 2014. CMA Dr. G. L. Sankaran delivered his lecture on Cost Accounting Standards, its analysis, application and outcome in an exuberant manner which the members found highly informative.

Madurai Chapter of Cost Accountants



The Chapter conducted a professional development program on February 15, 2014. CMA S. Kumararajan, Chairman, PD Committee, welcomed the gathering and he also delivered a lecture on the topic 'XBRL in India'. CMA Dr. K. Muthupandian, Regional Joint Director of Treasuries and Accounts, Chief Guest of the programme explained the term 'XBRL', its necessity in the changing scenario, its applicability, historical background and its development in the international scenario etc. The requirements for successful deployment of XBRL and the role of MCA in implementing the XBRL were also elaborated by him. Many members and students attended the programme raising queries resolved by him. CMA R.K. Babulal, practising company secretary explained the difficulties faced in working of the XBRL and he also provided suggestions for its reduction.

Hyderabad Chapter of Cost Accountants



The Chapter organized a program titled 'Is Language a barrier to pass CMA?' on February 18, 2014 especially for those students from rural or sub-urban areas who wished to improve their English writing skills for passing the CMA examination. CMA K Ch AV S N Murthy, Past Chairman SIRC and CMA Ch.Venkateswarlu, Secretary, SIRC were the speakers for the event, sharing their brief experience as well as the challenges they had to face to pursue the course. Also CMA K Ch AV S N Murthy mentioned a number of practical examples on common errors in English Language and also shared a few tips to pass the examination. The session was very interactive and well received by the students. The Chapter organized a workshop on ERP - opportunities to CMA on March 1, 2014. There were two sessions. The first session presented by CMA R. Subba Raju, CFO, NCC Ltd, discussed the practical aspects to select an ERP from users' perspective, the factors that are to be considered during selection process, during Team Selection process, the project definition during kick-off process, end objective, selection of implementation partner, defining the stakeholders, importance of integration and synchronization with various departments / stakeholders, defining the roles of stakeholders etc. 2nd Session was presented by CMA K. Raghavender Reddy, Founder and CMD of Daksha Ebiz Consulting Pvt. Ltd. focusing on practical aspects from implementation partners' view and each phase of planning, requirement gathering, gap analysis, workarounds, customizations required, legacy systems and their integration with the ERP. He also explained each phase and the stakeholders involved and their role in implementing the ERP and the role of CMA in each of these phases and their career in ERP.

An interactive meeting was conducted at the Chapter by the Corporate Laws Committee on March 8, 2014 in furtherance of notification under section 135 of the Companies Act 2013 and Corporate Social Responsibility Rules. CMA Dr. P.V.S. Jagan Mohan Rao chaired the meeting and the members present found it an opportunity for the professionals in the field of auditing.

Western India Regional Council

Ahmedabad Chapter of Cost Accountants

The Chapter had commenced ICMAT training programme for the final students who enrolled for the same on February 23, 2014. There will be four seminars consisting of various subjects viz. accounts, audit, finance, management etc. The faculties are senior executives working in reputed organizations as well as practicing cost accountants who will provide a practical exposure on the aforesaid topics.

The Chapter also organized a seminar on the theme

‘Techno Economic Viability’ on March 01, 2014 at its office. CMA Atul Bhatt, practicing Cost Accountant being the keynote speaker of the above discussion detailed on the subject. The seminar was presided over by CMA V H Savaliya, vice chairman of Chapter, also welcomed the speaker by presenting a bouquet. CMA Ashish Bhavsar briefly introduced the speaker. The session was very interactive and well attended by members in practice.



THE INSTITUTE OF COST ACCOUNTANTS OF INDIA (STATUTORY BODY UNDER AN ACT OF PARLIAMENT)

Ref. No: DOS/8/2013-14

Dated: 13th December, 2013

Circular on Revised Cut-off dates for Admission to the CMA Foundation Course

Pursuant to publication of The Gazette of India, Part III, Section 4, Ministry of Corporate Affairs, The Institute of Cost Accountants of India, notification CWR(2),2013 dated Kolkata, the 29th November,2013, to be implemented from the date of their publication (dated 6th December,2013) in the official gazette.

The following modification/amendment has been brought in /incorporated in the Cost and Works Accountants Regulations, 1959, in Regulation 20B, in clause (a),

(A) for the item (i), the following item shall be substituted, namely:-

“(i) he has been admitted to the Foundation Course under regulation 20A and has been enrolled for undergoing postal or oral or e-learning tuition for at least one hundred and fifty days prior to the commencement of such examination;”,

(B) for item (iii), the following item shall be substituted, namely:-

“(iii) he makes an application in the form approved by the Council, at least forty-five days prior to the commencement of the examination;

Provided that the Council may extend the said period for not more than ten days with such late fees as it thinks fit.”

Considering the date of holding CMA Foundation Course examination, in line with this revised regulation, the cut-off dates for admission to the “CMA Foundation Course” only, stands revised as follows:

Term of Examination	Existing cut-off date	Revised cut-off date
For December term examination (Example: If for December 2014 term of Examination, the existing cut-off date is 31st May 2014, which shall stand revised to 30th June, 2014)	31st May of the same year	30th June of the same year
For June term examination (Example: If for June 2015 term of Examination, the existing cut-off date is 30th November,2014, which is now revised to 31st December,2014)	30th November of the previous year	31st December of the previous year

This revised cut-off dates shall be effective for all admission to CMA Foundation Course for December, 2014 term and onwards, until further notification to this effect.

This issues with an approval of the competent authority.

CMA R.N.Pal

[Sr. Director (Directorate of Studies) and Secretary to the T&EF Committee]



THE INSTITUTE OF COST ACCOUNTANTS OF INDIA
(STATUTORY BODY UNDER AN ACT OF PARLIAMENT)

EXAMINATION TIME TABLE & PROGRAMME – JUNE 2014

PROGRAMME FOR SYLLABUS 2008		PROGRAMME FOR SYLLABUS 2012	
Day, Date & Time	Intermediate – 2008 9.30 A.M. to 12.30 P.M.	Intermediate – 2012 9.30 A.M. to 12.30 P.M.	Final – 2012 2.00 P.M. to 5.00 P.M.
Wednesday, 11 th June, 2014	---	Financial Accounting	Corporate Laws and Compliance
Thursday, 12 th June, 2014	Financial Accounting	Laws, Ethics and Governance	Advanced Financial Management
Friday, 13 th June, 2014	Commercial and Industrial Law & Auditing	Direct Taxation	Business Strategy & Strategic Cost Management
Saturday, 14 th June, 2014	Applied Direct Taxation	Cost Accounting & Financial Management	Tax Management & Practice
Sunday, 15 th June, 2014	Cost & Management Accounting	Operation Management and Information Systems	Strategic Performance Management
Monday, 16 th June, 2014	---	Cost & Management Accountancy	Corporate Financial Reporting
Tuesday, 17 th June, 2014	Operation Management and Information Systems	Indirect Taxation	Cost & Management Audit
Wednesday, 18 th June, 2014	Applied Indirect Taxation	Company Accounts and Audit	Financial Analysis & Business Valuation

EXAMINATION FEES

Group (s)	Final Examination	Intermediate Examination
One Group (Inland Centres) (Overseas Centres)	₹1250/- US \$ 100	₹1000/- US \$ 90
Two Groups (Inland Centres) (Overseas Centres)	₹2250/- US \$ 100	₹1600/- US \$ 90

- (a) Students can login to the website www.icmai.in and apply online through payment gateway by using Credit/Debit card.

(b) Application Forms for Intermediate and Final Examinations are available from Institute's Headquarters at 12, Sudder Street, Kolkata, Regional Councils and Chapters of the Institute on payment of ₹50/- per form. In case of overseas candidates, forms are available at Institute's Headquarters only on payment of US \$ 10 per form.

(c) Students can also download the Examination Form free of cost from ICMAI Website at www.icmai.in.

(d) Students can also pay their requisite fee through payfee module of IDBI.

(e) Examination fees can also be paid through Bank Demand Draft drawn in favour of "The Institute of Cost Accountants of India" and payable at Kolkata.
- Last date for receipt of Examination Application Forms without late fees is 31st March, 2014 and with late fees of ₹300/- is 10th April, 2014. In case of online Examination Application with payment gateway by using Credit/Debit Card, the late fees of ₹300/- will be waived if applied within 10th April, 2014.**
- Students may submit their Examination Application Forms (Hard copy) along with the fees at ICAI, CMA Bhawan, 12 Sudder Street, Kolkata – 700016 or Regional Offices or Chapter Offices. Any query in this regard may be addressed to Examination Directorate at 12, Sudder Street, Kolkata – 700016.
- Finance Act 2013, involving Assessment Year 2014-2015 will be applicable for the Subjects Applied Direct Taxation, Applied Indirect Taxation and Indirect & Direct Tax Management for Syllabus 2008 and Direct Taxation, Indirect Taxation and Tax Management & Practice for Syllabus 2012 for the purpose of June 2014 term of Examination.**
- Examination Centres:** Aizpur-Kachchi(Gujarat), Agarala, Ahmedabad, Akurdi, Alahabad, Asansol, Aurangabad, Bangalore, Baroda, Berhampur(Ganjam), Bhillai, Bhiwara, Bhopal, Bhubaneswar, Bikaner, Bokaro, Calicut, Chandigarh, Chennai, Coimbatore, Cuttack, Dehradun, Delhi, Dhanbad, Durgapur, Ernakulam, Faridabad, Ghaziabad, Guwahati, Hardwar, Howrah, Hyderabad, Indore, Jaipur, Jabalpur, Jalandhar, Jamnagar, Jamshedpur, Jodhpur, Kalyan, Kanpur, Kanpur, Kolhapur, Kolkata, Kota, Kottayam, Lucknow, Ludhiana, Madurai, Mangalore, Mumbai, Mysore, Nagpur, Nahaai, Nasik, Nellore, Neyveli, Noida, Port Blair, Panaji (Goa), Patiala, Patna, Pondicherry, Pune, Rajmundry, Ranchi, Rourkela, Salem, Sambalpur, Shillong, Siliguri, Solapur, Srinagar, Surat, Thrissur, Trichirappalli, Tirunelveli, Tiruvandrum, Udaipur, Vapi, Vashi, Vellore, Vijayawada, Vindhyanagar, Waltair and Overseas Centres at Bahrain, Dubai and Muscat.
- A candidate who is fulfilling all conditions will only be allowed to appear for examination.**
- Probable date of publication of result: Inter & Final – 23rd August 2014.**

A. Das
Director (Examination)



The Institute of Cost Accountants of India

(Statutory Body under an Act of Parliament)

Call for Research Papers/Articles for Research Bulletin Vol. XXXIX (ISSN 2230 9241)

We invite you to contribute research paper/ article for “**Research Bulletin**”, a peer-reviewed Bi-Annual Journal of **The Institute of Cost Accountants of India**. The aim of this bulletin is to share innovative achievements and practical experiences from diverse domains of management, from researchers, practitioners, academicians and professionals. This bulletin is dedicated to publish high quality research papers providing meaningful insights into the management content both in Indian as well as global context.

Guidelines to submit full Paper

- Soft copy of the full paper should be submitted in double space, 12 point Times New Roman, margin of 1 inch on all four sides, MS Word 2003 (.doc) format.
- Each paper should be around 15 typed pages and preferably within 5,000 words.
- Attach an abstract of not more than 150 words.
- The cover page should contain the title of the paper, author’s name, designation, official address, contact phone numbers, and e-mail address.

Papers invited on the following topics, but not limited to:

- Environmental Accounting
- Cost Competitiveness & Consciousness
- Waste Management
- Risk Assessment and Management
- Financial Reporting
- Financial literacy and Investors’ Protection
- Financial Engineering
- Financial Derivatives
- Financial Inclusion
- Corporate Governance & Ethics
- Intellectual Property Rights
- Rural Economy
- Financial Modelling

Papers must be received within 30th April, 2014 at the following email id: research.bulletin@icmai.in

Form IV

Statement about ownership and other particulars about The Management Accountant, to be published under rule 8 of the Registration of Newspaper (Central) Rule, 1956

- | | | |
|--|---|--|
| 1. Place of Publication | : | 12, Sudder Street, Kolkata 700 016 |
| 2. Periodicity of its publication | : | Monthly |
| 3. Printer’s Name | : | Suresh Chandra Mohanty |
| Nationality | : | Indian |
| Address | : | 12, Sudder Street, Kolkata 700 016 |
| 4. Publisher’s Name | : | Suresh Chandra Mohanty |
| Nationality | : | Indian |
| Address | : | 12, Sudder Street, Kolkata 700 016 |
| 5. Editor’s Name | : | Debaprosanna Nandy |
| Nationality | : | Indian |
| Address | : | C/o, The Institute of Cost Accountants of India 12, Sudder Street, Kolkata – 700 016 |
| 6. Names and addresses of individuals who own the newspapers and partners or shareholders holding more than one percent of the total capital | : | It is the official organ of The Institute of Cost Accountants of India |

I, Suresh Chandra Mohanty, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Dated 28th March, 2014

Sd/- Suresh Chandra Mohanty
Signature of Publisher



Advisory for Renewal of Certificate of Practice 2014 –15

The members of the Institute holding Certificate of Practice having validity up to 31st March, 2014 are requested to comply with the following guidelines for renewal of their Certificate of Practice:

1. The following changes consequent to amendment of the Cost and Works Accountants Regulations, 1959 vide Notification dated 4th February, 2011 published in the Gazette of India may be noted:
 - The validity of a Certificate of Practice (COP) is for the period 1st April to 31st March every year unless it is cancelled under the provisions of the Cost and Works Accountants Act and Regulations, 1959 as amended.
 - The Certificate of Practice issued shall automatically be renewed subject to submission of prescribed Form M-3 and payment of renewal fee and annual membership fee.
 - From the year 2011-12 onwards, letter for renewal Certificate of Practice is not being issued.

However, the members concerned may download the renewal status from the Institute's website www.icmai.in.

2. It may please be noted that under Section 6 of the Cost and Works Accountants Act, 1959, both the Annual Membership Fee and Fee for Renewal of Certificate of Practice falls due on 1st April each year.

3. Special attention is invited to the fact that the validity of a Certificate of Practice expires on 31st March each year unless it is renewed on or before the date of expiry in terms of the amended Regulation 10 of the Cost and Works Accountants Regulations, 1959. Hence, a member shall be required to renew his certificate within 31st March every year.

4. If the Certificate of Practice of a member is not renewed within 31st March, 2014, his/her status of COP from 1st April 2014 till the date of renewal would be "Not Active" and he will neither be able to affix his digital signature on any cost audit report or compliance report nor will he be able to get approval of Form 23C or Form 23D and the forms will get rejected on the MCA Website.

5. Subject to what has been mentioned in Sl. No. 4 above, a member can get his/her Certificate of Practice for 2014-15 renewed within 30th June, 2014. If application for renewal of Certificate of Practice is made after 30th June 2014, the member's Certificate of Practice for 2014-15 will not be renewed but will be considered as a case of fresh issuance with effective date being the date of the application or receipt of the prescribed fee for Certificate of Practice, whichever is later.

6. It may please be noted that mere payment of fees alone will not be sufficient for renewal of Certificate of Practice. Application in prescribed Form M-3 is to be used for Renewal of Certificate of Practice duly filled in and signed is mandatory. The soft copy of prescribed Form M-3 for Renewal of Certificate of Practice can be downloaded from Institute's website www.icmai.in.

7. The Institute has introduced a scheme of Continuing Education Programme (CEP) and the same is mandatory in accordance with proviso to sub-regulation (1) of Regulation 10 of the Cost and Works Accountants Regulations, 1959, as amended, whereby no Certificate of Practice and renewal thereof shall be issued unless a member has undergone minimum

number of hours of such training.

The detailed guidelines in this connection are available on Institute's website www.icmai.in.

The requirement specified above does not apply to a member in practice who has attained the age of 65 years as on 1st April 2014.

Other relevant issues for Renewal of Certificate of Practice are as follows:

- Application for renewal of Certificate of Practice upto 31st March 2014 has to be made in prescribed Form M-3 which may be filed online or through hard copy of form duly filled in and signed on both sides together with Renewal Certificate of Practice fee of Rs.2,000/- and all other dues to the Institute on account of annual membership fees and entrance fees.
- The annual membership fee for Associate and Fellow members are Rs.1,000/- and Rs.1,500/- respectively. The entrance fee for Associate and Fellow members is Rs. 1,000/- each payable at a time at the time of application for admission to Associateship or advancement to Fellowship, as the case may be.
- The fees may be paid online or by Demand Draft/Pay Order/at cheque payable at Kolkata if remitted by post to the Headquarters of the Institute. The fees may also be paid directly by cash at the Headquarters, Kolkata or by Cash/Demand Draft/pay Order/Cheque at the Regional Councils or Chapters of the Institute.
- Members should note that the renewal of Certificate of Practice can be effected only after receipt of the prescribed fees along with duly filled in form at the Headquarters of the Institute and on meeting the stipulated CEP credit hours. Mere submission of the same at the Regional Councils or Chapters will not be sufficient. Members are advised to make payment directly to the Headquarters or use the online facility of submission of application and payment to avoid any delay.
- All practicing members are advised to send their application for renewal of Certificate of Practice for the year 2014-15 along with other requirements as indicated above immediately.

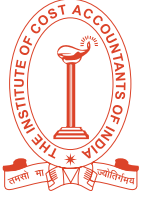
Renewal of Part-time Certificate of Practice

1. For renewal of part-time Certificate of Practice, it is also essential to furnish a certificate from the employer in the following form or in a form as near thereto as possible if the practising member has undertaken any employment or there has been a change in employment:

"Shri/Smt is employed as (designation) and (name of Organisation) he is permitted, notwithstanding anything contained in the terms of his employment, to engage himself in the practice of profession of Cost Accountancy in his spare time in addition to his regular salaried employment with us.

Signature of Employers with seal of Organisation"

2. It may be noted that members holding Part-time Certificate of Practice (COP) are not eligible to undertake statutory assignments like Cost Audit, Central Excise Audit, Certification of Compliance Reports etc.



The Institute of Cost Accountants of India

(Statutory Body under an Act of Parliament)

CLARIFICATION

Ref. No: BOS/01-04/14-15

Dated: Kolkata, 1st April, 2014

Clarification on applicability of Finance Act, 2013 and CAR 2011, CARR 2011 and CASs for CMA Examinations

It is clarified for general information of all concerned that:

(A) Finance Act, 2013 shall be made applicable involving Assessment Year 2014-15 for the following papers in June 2014 and December 2014 terms of Examinations of the Institute:

Syllabus 2008	Syllabus 2012
Paper 7 - Applied Direct Taxation	Paper 7 - Direct Taxation
Paper 10 - Applied Indirect Taxation	Paper 11 - Indirect Taxation
Paper 14 - Indirect and Direct Tax Management	Paper 16 - Tax Management & Practice

This is also clarified in the Examination Notification issued by the Directorate of Examination of the Institute (<http://icmai.in/examination/notification>)

(B) Cost Accounting Record Rules 2011, Cost Audit Report Rules 2011 and Cost Accounting Standards - 1-17 will also be applicable for the following papers for June 2014 term of Examination:

Syllabus 2008	Syllabus 2012
Paper 17 - Cost Audit and Operational Audit	Paper 19 - Cost and Management Audit

(C) It is further clarified for general information that the provisions of "The Companies Act, 2013" shall not be applicable for the CMA Intermediate and Final Course Examinations for June, 2014 term of Examination. (Clarified vide BOS/01-08/13-14, on 26th August, 2013 and reiterated vide BOS/01-12/13-14 on 18th December, 2013). Applicability of provisions of The Companies Act, 2013 for Examinations of the Institute would be notified in due course.

All concerned are hereby requested to note this clarification and facilitate to make a proper and wide publicity to meet the concern of stakeholders on the stated subjects.

CMA Chiranjib Das
Joint Director, Head - Academics Department (Board of Studies)
Secretary to the Board of Studies Committee

ADMISSION TO MEMBERSHIP

The Institute of Cost Accountants of India Advancement To Fellowship

Date of Advancement: 1st April 2014

M/3359

Mr Sativada Venkat Rao, BCOM,FCMA
7-1-302/1 B. K. Guda Sanjeeva Reddy Nagar
HYDERABAD 500038

M/4988

Mr Gaurang Jawahar Dalal, BCOM HONS,FCMA
Proprietor G J Dalal & Co 104, Gaurishankar Apts.
Dadiseth Road Malad West
MUMBAI 400064

M/5315

Mr Govindarajan Balasubramaniam,
BCOM,FCMA
Flat 3C, 3rd Floor, Geet , Merlin Estates, 25/8,
Diamond Harbour Road, Behala,
KOLKATA 700008

M/5734

Mr Ranjit Sengupta, BCOM HONS,FCA,FCMA
Chief Performance Officer A & P Foods Limited
No 7, Henry Carr Street Ikeja
LAGOS 000000

M/6311

Mr Parimal Pal, MCOM,FCMA
Proprietor Parimal Pal Uttara Apartment, Flat No.
T - 1, G - 63, Baghajatin Colony, Vidyasagar,
KOLKATA 700086

M/6400

Mr Prasanta Kumar Roy, MCOM,FCMA
General Manager (Finance) Mahanadi Coalfields
Ltd. P.o. Jagriti Vihar, Burla
SAMBALPUR 768020

M/8607

Mr Shyambenu Basu, BSC HONS,FCMA
Proprietor Shyam Basu & Co B J 79 Salt Lake,
Sector - II,
KOLKATA 700091

M/8783

Mr Atul Kumar Agarwal, BCOM,CMA(USA),FCMA
Chief Financial Officer Medplus Health Services
(P) Limited Premises number 12-7-20/64/2,
Goods Shed Road, Moosapet Kukatpally
Hyderabad
HYDERABAD 500018

M/8827

Mr V Laxman Ganesh, BA HONS,FCS,FCMA
Flat No. 905, 9th Floor, Marathon Galaxy - II, Off
LBS Marg, Mulund,
MUMBAI 400080

M/9401

Mr Ramachandra Rao Sanipini, BA,FCMA

Dy General Manager -F&A Simhapuri Energy
Ltd Madhucon Green Lands 6-3-866/2, 3rd Floor
Begumpet
HYDERABAD 500016

M/9778

Mr Krishnasamy Balasubramanian,
MCOM,FCMA
Block No. 59, Flat No. 12 Jeevan Bima Nagar
Anna Nagar West Extn.
CHENNAI 600101

M/9933

Mr Krishnamoorthy Kalyanaraman,
MCOM,FCA,ACMA(UK),FCMA
Managing Partner Corporate Consultancy
Services P.O. Box 21937
MANAMA 0

M/10335

Mr J Thiagarajan, BCOM,MBA,FCMA
G M - Finance Cairn Energy India (P) Ltd. 4th
Floor, Vipul Plaza Suncity, Sector 54
GURGAON 122002

M/10565

Mr Srinivasan Vaidyanathan, BCOM,FCA,FCMA
Managing Director, Lead Finance Officer Citi Bank
NA Global Treasury One Court Square 6th Floor
Long Island City
NEW YORK 11120

M/11628

Mr Vishwanathan Ganesan, BCOM,FCA,FCMA
Director Prime Trust Management Consultants
Pvt Ltd. B 106, Shantishikara Raj Bhavan Road
Somajiguda
HYDERABAD 500082

M/11985

Mr Sachchida Nand Sharma, BSC,LLB,FCMA
At Lower Burdwan Compound Nearbiswas
Bhawan P O + P S - Lalpur
RANCHI 834001

M/12417

Mr A Balasubramanian, BCOM,MBA,FCMA
Senior Director - Project Finance I D F C Ltd
V Floor, Karumuttu Centre 498, Anna Salai,
Nandanam
CHENNAI 600031

M/13249

Mr Prasanta Chattopadhyay, BCOM,FCMA
General Manager (Finance) AVTEC Limited
Poonapali Village Mathagondapalli Post
HOSUR 635114

M/13680

Mr Rajesh Singhania, BCOM HONS,FCMA
C F O & Director Terai Tea Co.ltd 10, Government
Place (East) 1st Floor
KOLKATA 700069

M/14202

Mr Shashi Kapoor, BCOM,FCA,FCMA
Head Commercial North M/s Lifestyle International
(P) Ltd. M/s Lifestyle International (P) Ltd. First
Floor, Payal Commercial Complex Sector 14
GURGAON 122001

M/14940

Mr Sanjib Ghosh, BCOM HONS,FCMA
Dy Manager - Finance / Accounts Epcos India Pvt
Ltd Kulia Kanchrapara Road Po Netaji Subhas
Sanatorium
KALYANI 741251

M/15349

Mr Ravikumar Lakshminarasimhan, BA,FCMA
Chief Operating Officer I L & F S Urban
Infrastructure Managers Ltd Karumuttu Centre, No
498 3rd Floor, South Wing Anna Salai Nandanam
CHENNAI 600035

M/15356

Mr Sugumaran Rengasamy,
BBA,MBA,FCS,FCMA
9A, Block-II, Ceebros Shyamala Gardens, 136,
Arcot Road, Saligramam,
CHENNAI 600093

M/15425

Mr Bhakta Charan Rath, BCOM
HONS,MBA,FCMA
Zonal Commercial Head-East Reliance Retail
Limited Fortune Tower, 1st Floor Wing A & B,
Gangadhar Meher Marg
BHUBANESWAR 751023

M/16009

Mr K Prabhakaran, BCOM,FCS,FCMA
Chief General Manager - Finance & Cs Chennai
Metro Rail Ltd. No.7, Harini Towers, Conron Smith
Road, Gopalapuram
CHENNAI 600086

M/16759

Mr Bata Krushna Harichandan, MCOM,FCMA
A G M (Finance) Wesco Limited Finance Wing
Corporate Office Burla District - Sambalpur
BURLA 768017

M/16999

Mr Anand Venkoba, MCOM,LLB,ACS,FCMA
Management Consultant London College Of
Business 6 A, Monteagle Court Wakering Road I
G 118 P L - U K
BARKING 000000

M/18253

Dr Dronamraju Venkata Ravi Prabhakar,
BCOM,FCA,FCMA
D. No. 7-23-5, Kirlampudi Layout, Opp. Municipal
Guest House,
VISAKHAPATNAM 530017

MEMBERSHIP LIST

M/18261

Mr Jai Krishna Das, BCOM HONS,FCMA
Principal Consultant & C E O ABC Strategic &
Innovations 22, Rue ASSALIT Cote D'azor
NICE 006000

M/18898

Mr Ajay Kumar Ahuja, BCOM,MBA,FCMA
Proprietor Ajay Ahuja & Associates 7/156,
Ramesh Nagar
NEW DELHI 110015

M/19159

Dr Mrityunjay Balasundaram Athreya,
BSC,PHD,FCMA
Management Consultant Athreya Management
Systems A-28, Chittaranjan Park
NEW DELHI 110019

M/20014

Mr Anurag Mathur, BCOM,FCMA
Partner Balwinder & Associates F-125, Phase
VIII-b, Sector - 74, Mohali
CHANDIGARH 160071

M/20278

Mr Saroj Kumar Roy, BCOM HONS,MBA,FCMA
Manager (Finance) N H P C Ltd Nhpc Office
Complex
FARIDABAD 121003

M/20310

Mr Sanjib Ghosh, BCOM,FCMA
Proprietor Ghosh Sanjib & Co. P-11, New Howrah
Bridge Approach Road, 7th Floor,
KOLKATA 700001

M/20375

Mr Swapan Kumar Chakrabarti, MCOM,FCMA
Partner A C Dutta & Co. 10, K S Roy Road 2nd
Floor
KOLKATA 700001

M/20524

Mr Piyush Kanth, BCOM HONS,FCA,ACS,FCMA
Director Finance Qurum Business Group Post
Box 614
MINA AL FAHAL 116

M/21419

Mr Suman Sinha, BCOM,FCMA
Head Finance Firmenich Aromatic India Private
Limited Building No. A-1, Flat No. 202, Ganga
Hamlet Society, Viman Nagar,
PUNE 411014

M/21891

Mr Shyam Mohan Patro, MSC,FCMA
Flat No.- C/3, Sakuntal Appartments Dahej by
-Pass Road Bharuch
BHARUCH 392001

M/22494

Mr Munshi Riaz Ahmed, BCOM,FCS,FCMA
Vice President - Finance I T & Logistics I T C
Limited Lifestyle Retailing Business Division Plot
No 3, Sector 5 Manesar
GURGAON 122050

M/22630

Mr Karuppaswamy Nirmal Kumar,
BCOM,MBA,FCMA
Chief Financial Officer Roca Bathroom Products
Private Limited F-13, Sayani Complex, 354,
Konnur High Road, Ayanavaram
CHENNAI 600023

M/22792

Mr Arindam Das Gupta, BSC HONS,FCMA
874, Yorkchester Drive Apartment No 161
HOUSTON 77079

M/23335

Mr Vijendra Kumar Gupta, BCOM,FCMA
House No 206, 2nd Floor, Block B 3 Paschim
Vihar
NEW DELHI 110063

M/23379

Mr Sachin Prashant Gandhi, MCOM,FCMA
Partner S R Bhargave & Co. 3, Khushbu
Apartments, 7812, Bhusari Colony Kothrud
PUNE 411038

M/23679

Mr Pulavarthi N V K Kishore, BCOM,FCA,FCMA
Associate Consultant Tata Consultancy Services
Flat 302, H.no. 8-3-169/18,19, Sri Sai Viswanatha
Towers, Sai Baba Temple St Ganga Nagar
Hyderabad
HYDERABAD 500045

M/24434

Mr Jagadish Mutya, BCOM,MCA,FCMA
Manager Bosch Ltd Phase Iv, Verna Industrial
Estate, Salcete,
VERNA 403601

M/24605

Mr Lokesh Bhasin, BCOM HONS,FCMA
Senior Manager Escorts Ltd 115, Sector - 24
FARIDABAD 121005

M/25028

Mr Niranjan Pendse, BCOM,FCS,FCMA
Senior Manager Caggemini India Pvt Ltd A-1
Tehonology Park Midc Talawade Pune
PUNE 411062

M/25117

Ms Manjiri Girish Jakhotiya, MCOM,FCMA
Consultant Jakhotiya & Associates 702, Yashwant
Apartment, Chittaranjan Road, Vile Parle (E),
MUMBAI 400057

M/25156

Mr Dinesh Kumar Garg, BCOM,ACA,FCMA
Addl. General Manager (F & A) Triveni
Engineering & Industries Ltd. Sugar Unit -
Deoband
SAHARANPUR 247554

M/25338

Mr Rashmi Ranjan Nayak, BCOM,FCMA
Proprietor - Practicing Cost Accountants Rashmi
Ranjan Nayak & Co., 1939/7611, Satya Vihar,
Opposite To Saptasati Temple, Nh-5, Palasuni,
Rasulgarh
BHUBANESWAR 751010

M/25347

Mr P Ramprakash, BCOM,FCMA
Proprietor P Ramprakash & Associates No. 2,
Aacini Nagar, 2nd Street, Thirumullaivoyal
CHENNAI 600062

M/25491

Mr Sujit Sinha Chaudhuri, MCOM,B. ED,FCMA
Assistant Professor in Commerce Panchakot
Mahavidyalaya Panchakot Mahavidyalaya Sarbari
Po - Neturia Purulia
NETURIA 723121

M/25523

Ms Deepika Pradhan, BCOM,FCMA
Proprietor Deepika Pradhan & Associates 601,
Gerbera Shalimar Township A.b. Road ,Indore
INDORE 452010

M/25590

Mr A V S Prasad, BCOM,FCMA
C F O Tata Lolkheed Martin Aerostructures Ltd
Survey No. 255, Aditya Nagar Adibatla Village,
Ibrahimpnatan Mandal Ranga Reddy District
HYDERABAD 501510

M/25642

Ms Monika Kansal, BCOM,FCMA
Proprietor M K & Associates # 750, Harinder
Nagar, Sirhind Road,
PATIALA 147001

M/25643

Mr Abhijit Choudhury, BCOM,FCMA
Proprietor Abhijit Choudhury & Co. Batehi
Complex, 3rd Floor, G S Road, Opp Volvo Point
GUWAHATI 781007

M/25797

Mr N K Renjith, BSC,FCMA
Manager - Accounts Larsen & Toubro Limited
Metallurgical & Material Handling Division 303/3,
Nh4 Bangalore High Way Neervaloor Village
KANCHIPURAM 631561

M/26111

Mr Jayarajan Kavatte Radhakrishnan,
BCOM,FCMA
Practising Cost Accountants Jayarajan &
Associate 44-759, Arakkal House, Perandoor
Road, Kaloor, Ernakulam District
KOCHI 682017

M/26199

Mr Mihir Kanta Samantaray, BCOM HONS,FCMA
Proprietor - Practising Cost Accountant
Samantaray & Co. C/o. Aswini Kumar Debta, Plot
No. 159/A Nayapalli (Nr. Kalinga Stadium), Dist:
Khurda,
BHUBANESWAR 751012

M/26391

Mr Anuj Juneja, BCOM
HONS,MBA,CMA(USA),FCMA
Manager- Finance Tata Motors Ltd Nanavati
Mahalaya , 1st Floor , 18 Homi Modi Street Fort
MUMBAI 400001

M/26501

Mr Prana Krushna Dash, BSC HONS,LLB,FCMA
Proprietor - Practicing Cost Accountants
Pranakrushna Dash & Co. S/o. Shri Neelakantha
Dash, C/o. Shri Lingaraj Nayak, Ashok Nagar
7th Lane,
GANJAM 760004

M/26595

Mr Anub Banerjee, BSC,MBA,FCMA
Manager S R E I Equipment Finance Ltd. Plot No
Y -10, Block E P Sector - V, Salt Lake City College
More
KOLKATA 700091

M/26628

Ms K Radha Krishnan, MCOM,M PHIL,FCMA
Assistant Professor Ethiraj College Ethiraj Salai
Egmore
CHENNAI 600008

MEMBERSHIP LIST

M/26642

Ms Jasdeep Kaur, BCOM,MBA,FCMA
Partner Balwinder & Associates F-125, Phase
VIII-b, Sector - 74, Mohali
CHANDIGARH 160071

M/26804

Mr D Sivaraj, MCOM,FCMA
Manager - Finance Delphi-tvs Diesel Systems
Sriperumbudur
KANCHEEPURAM 602105

M/26847

Mrs Sapna Manish Lunawat, MCOM,FCMA
Proprietor Sapna Lunawat & Associates 7b,
Vrindavan Society
NANDURBAR 425418

M/27045

Mr Balasubrahmanyam Sivalenka, BCOM,FCMA
Manager (F&A) G S P C Ltd S T C Warehouse
Complex , New Port Godowns Area, Near M M T
C Warehouse
KAKINADA 533007

M/27063

Mr Rahul Anant Chincholkar, BCOM,FCMA
B/108, Prestige Classic Near Chinchwad Station
Off Old Bombay Poona Road Chinchwad
PUNE 411019

M/27179

Mr Nand Kishor Upadhyay, MCOM,FCMA
DGM-FINANCE AMBICA STEELS LIMITED C -
54 / 1 Wazirpur Industrial Area
ASHOK VIHAR 110052

M/27181

Mr Anindya Kumar Kundu, BCOM
HONS,MBA,FCMA
Senior Manager - Accounts M R F Ltd. 124,
Greens Road
CHENNAI 600006

M/27355

Mr Benjamin Alexander, BCOM
HONS,MBA,ACS,FCMA
Head / Strategy & Business Development
NetConn A / 18, Wazirpur Group Industrial Area
DELHI 110052

M/27405

Mr Eddu Swaminadham, MA,FCMA
Practising Cost Accountant Plot No. 11, A S N
Colony, Bhargavinagar
SRIKAKULAM 532001

M/27410

Mr Harjeet Singh, BCOM HONS,FCMA
Manager - Finance & Accounts Al Fara'a Gen.
Cont. Co. Lic Plot No-7, 9th Street, Sherikat, Al
Khrair Dist., Al Ain
ABU DHABI 15915

M/27420

Mr Rajendra Kumar Tolety, MCOM,FCMA
27-15-2, Nehrupet,
BHIMAVARAM 534202

M/27432

Mr Pradip Kumar Parida, MCOM,FCMA
Manager BOSCH Ltd P. B. No. 3000, Hosur Road,
Adugodi,
BANGALORE 560030

M/27478

Mr Harendra Kumar Singh, BCOM,FCMA
Proprietor Harendra Singh & Co. 304, 1st
Floor, Ganga Shopping Complex, Sector 16 B,
Vasundhara,
GHAZIABAD 201012

M/27516

Mr Probir Ranjan Chakraborty, BCOM
HONS,FCMA
Sr. Manager - Finance Thakral One Nepal Pvt
Ltd 3rd Floor, Charter Tower , Sanu Gaucharan
Gyaneshwor
KATHMANDU 000000

M/27555

Mr Duggireddy Venkata Narayana, MBA,FCMA
Head - Finance Interfacefor India Pvt Ltd G I ,
'Pride Elite', 10 Museum Road
BANGALORE 560001

M/27618

Mr Raj Kumar Phogat, BCOM HONS,FCMA
Senior Accounts Officer Bharat Heavy Electricals
Limited Bhel House Siri Fort
NEW DELHI 110049

**The Institute of Cost Accountants of India
Admission to Associateship on the basis
of MoU with IMA, USA**

Date of Admission : 27th January 2014

C/36011

Mr Philip Alexander, ACCA, CMA(USA),ACMA
Financial Accountant D C N Global L L C Building
C-38 Mussafah Me-9
ABU DHABI 51916

C/36012

Mr Ollancio Valentino Soares,
BBA,CMA(USA),ACMA
Accountant Qatar National Food Security Program
P O Box 5825 C/o Lubino Soares Doha, Qatar
DOHA 1234

C/36013

Mr Sudheer Oruganti, BCOM,CMA(USA),ACMA
Accounting Manager Agility D G S Finance, Agility
18K Warehouse (Prime Vendor) PO Box-25418
SAFAT 13115

**The Institute of Cost Accountants of India
Admission to Associateship on the basis
of MoU with IMA, USA**

Date of Admission : 18th February 2014

C/36015

Mr Shani Devasia Punnakkal,
MCOM,CMA(USA),ACMA
Sr. Accountant Pico International L L C Level 12
Tower A A 1 Al Mazaya Towers J L T
DUBAI 37679

C/36016

Mr Krishnakumar Krishnamoorthy Iyer,
BCOM,CMA(USA),ACMA
Group Financial Controller A R J Holding L L C
C/o A R J Holding L L C Between 2nd And 3rd
Interchange, Al Zoze, Shaikh Zayed Road
DUBAI 2574

C/36017

Mr Luv Kumar Punjabi, BCOM,ACCA,

CMA(USA),ACMA

Auditor Al Tayer Group Garhoud Atrium Bldg
Garhoud
DUBAI 2623

C/36018

Mr Pankaj Mallik, BCOM,MBA,CMA(USA),ACMA
Contracts And Pricing Manager Xerox Emirates
LIC Post Box 30764
DUBAI 30764

**The Institute of Cost Accountants of India
Admission to Associateship on the basis
of MoU with IMA, USA**

Date of Admission : 24th March 2014

C/36023

Mr Naraayanan Manivannan,
BCOM,CMA(USA),ACMA
Senior Accountant Emircom 702, 7th Floor, Dar
Al Shifa Pharmacy Building, Electra Street, P. O.
Box 34895,
ABU DHABI 34895

C/36024

Mr Rohit Kumar Pachauri,
BCOM,CMA(USA),ACMA
Entity Finance Manager Towell Unilever L L C P.
O. Box 1711, P. C. 112,
RUWI, OMAN

C/36025

Ms Keerat Kaur, BCOM HONS,CMA(USA),ACMA
Sr. Management Accountant Al Hamra Real
Estate Development L L C P. O. Box 30019, Al
Hamra Building
RAS AL KHAIMAH 30019

C/36026

Mr Shahjehan Vadakur Rauslan Kamaljan,
MCOM,CMA(USA),ACMA
General Manager Mumtaz International Gen.tr.llc
P. O. Box 25447, Sharjah
SHARJAH

C/36027

Mr Shivam Khaneja, MBA,CMA(USA),ACMA
Manager Genpact India Unitech Infospace, IT - I
T E S Sez, Tower 3, Netaji Subhas Marg, Sector
48, Sohna Road, Tikri,
GURGAON 122002

C/36028

Mr Ferozkhan Kitavintavita,
MCOM,CMA(USA),ACMA
Senior Accountant Seven Seas Computers L L
C Bin Lahej Building, Oud Metha Road, P. B. No.
8469,
DUBAI 8469

**The Institute of Cost Accountants of India
Admission to Associateship on the basis
of MoU with IPA, Australia**

Date of Admission : 27th January 2014

I/36014

Mr Prakash Rao, BSC,MBA,MIPA,ACMA
B-7, Amar Jyoti Apts; Gulmohar Road, Sion
Chunbhatti
MUMBAI 400022

The Institute of Cost Accountants of India

Admission to Associateship on the basis of MoU with IPA, Australia

Date of Admission : 18th February 2014

I/36019

Mr Abdulla Al Rahma, BA HONS,MIPA,ACMA
Building 42 Road 402 Block 604 Alqarya
MANAMA 402

I/36020

Mr C J Roshan Carvalho, BCOM,MIPA,ACMA
Director & Business Manager Carisma Solutions
Pvt. Ltd. A1, 99/1, Harrington Court, 14th
Avenue, Harrington Road, Chetpet,
CHENNAI 600031

I/36021

Mr Ahmed Jamal Alrahma, BCOM
HONS,MIPA,ACMA
House 38, Road 1601 Block 816
ISA TOWN 300

The Institute of Cost Accountants of India

Admission to Associateship on the basis of MoU with IPA, Australia

Date of Admission : 12th March 2014

I/36022

Mr Kaminda Tikiri Karunanayake,
BCOM,MBA,MIPA,CISI (UK), CPA,ACMA
Senior Accountant Al Ghurair Retail L L C P. O.
Box 80547.
DUBAI 80547

The Institute of Cost Accountants of India

Admission to Associateship

Date of Admission : 1st April 2014

M/36029

Mr Naresh Kumar Goel, BCOM
HONS,ACS,ACMA
Specialist Shell India Markets Private Limited 4
A, 6th Floor, R M Z Millennia Corporation 143,
Dr Mgr Road, Kandanchavady Perungudi
CHENNAI 600096

M/36030

Mr Sunil Neelam, MCOM,ACMA
Assistant Manager - Costing Globion India
Pvt. Ltd. 1st Floor, Plot No.8 Devi Towers
Trimulgherry
SECUNDERABAD 500015

M/36031

Mr Jayanta Kumar Swain, BCOM,ACMA
Asst.manager (Fin. & Acct.) WESCO Office Of
The Executive Engineer,(elect.) Wesco, N E D,
W E S Co., Nuapada Near Sirtol Check Gate
NAUPADA 766105

M/36032

Mr Ashutosh C Pandya, BE,ACMA
Senior Executive Siemens Ltd. Energy Sector,
Oil & Gas Division Opposite Makarpura Railway
Station Maneja
VADODARA 390013

M/36033

Mr Dhiren Beura, BCOM,ACMA
Asst Manager (F) Western Electricity Supply
Company Of Odisha Limited O/o The Executive
Engineer Jharsuguda Electrical Division Kisan
Chowk Behramal
JHARSUGUDA 768203

M/36034

Mr Rajib Pattanaik, BSC HONS,ACMA
Country Lead, Net Working Capital ABB India
Limited L-1504, Brigade Metropolis Whitefield
Road, Mahadevapura
BANGALORE 560048

M/36035

Mr Alok Agarwal, MCOM,ACA,ACMA
33 Q/12 C/2 New Radha Nagar Behind I T I
College Balkeshwar
AGRA 282005

M/36036

Mr Deepak Jindal, BCOM,ACA,ACMA
Partner C/o. M/s. Deepak Jindal & Co
Deepak Jindal & Co. S C O 2933-34, Level - I
Sector 22 -C
CHANDIGARH 160022

M/36037

Mr Anshul Bhatta, BA HONS,MBA,ACMA
Branch Commercial Manager 3M India Ltd Plot
No. 60 - 61 Udyog Vihar, Phase - IV
GURGAON 122001

M/36038

Mr Omkar Shrirang Kalamkar,
BCOM,MBA,ACMA
411, Swami Krupa Veer Savarkar Nagar, Jail
Road Nasik Road
NASIK 422101

M/36039

Mr Essaikimuthu Madaswamy Konar,
MCOM,ACMA
609, Jai Bajrang Bali C H S. Khambadevi
Nagar Kala Killa, Dharavi
MUMBAI 400017

M/36040

Mr Ravi Roshan, BCOM,ACMA
Finance & Accounts Officer Oil And Natural Gas
Corporation Scope Minar, Core - 3 6th Floor,
Laxmi Nagar
NEW DELHI 110092

M/36041

Mr Ashish Bajaj, BA HONS,ACMA
Accounts Officer Nestle India Limited Nestle
House Jacaranda Marg, 'M' - Block D L F Phase
I I
GURGAON 122002

M/36042

Mr Rajkishor Barik, BCOM,ACMA
At/pto- Amber P. S. - Pattamundai
KENDRAPARA 754215

M/36043

Mr P Subramanyam Rao, MCOM,ACMA
Consultant (Internal Audit) Vision Biz Solution
Pvt Ltd 9, Merry Life Apts., Doctors Colony Peda
Waltair Near Visakha Eye Hospital
VISAKHAPATNAM 533107

M/36044

Ms Ajunu S Prasad, BCOM,ACMA
Cost Accountant Cineola Digital Cinema Pvt Ltd
35/1584, South Janatha Road Palarivattom
KOCHI 682025

M/36045

Mr Amiya Kumar Panda, BA HONS,ACMA
A. G. M. (F. & A.) M. B. L. Infrastructures Ltd
2/3, Judges Court Road 1st. Floor
KOLKATA 700027

M/36046

Mr Sarvesh Singh Bamrah, MCOM,ACMA
Plot 5, Shakti Vihar Risali Bhilai Street 4,
Krishna Talkies Road
BHILAI NAGAR 490006

M/36047

Mr Arun Kumar, BCOM,ACMA
No: 56/1, Type II O C F Qtrs, Giri Nagar, Avadi
CHENNAI 600054

M/36048

Mr Jaganathan S, BCOM,ACMA
41, Pullangu Street Ambasamudram
TIRUNELVELI 627401

M/36049

Mr Ranjith Kumar Bala Hara Boggarapu,
BCOM,MBA,ACMA
Assistant Manager Lovelock & Lewes
(Pricewaterhouse Coopers) Plot No.8-2-624/
A/1, 4th Floor Road No.10, Banjara Hills
HYDERABAD 500034

M/36050

Mr Arun Muthu Kumar Balakrishnan,
BCOM,ACMA
Manager - Finance & Accounts Al Mulla Group
- Head Office Group Financial Accounts (G F A)
Kuwait Free Trade Zone P O Box 177
SAFAT 13002

M/36051

Mr Rashid V V, BCOM,BSC,ACMA
"Darul Khair Nr Bhaskaran Peedika P. O.
Mattul North
KANNUR 670325

M/36052

Mr Murali Krishna Pedapudi, BCOM,ACMA
Assistant Manager (Finance) Bharat Dynamics
Limited. Bhanur Medak (District)
PATANCHERU 502305

M/36053

Mr Sushil Kumar Mishra, BCOM
HONS,ACA,ACMA
Executive Assistant to Director Hindusthan
Engineering & Industries Ltd Kanchenjunga
Building, 7th Floor 18, Barakhamba Road
NEW DELHI 110001

M/36054

Mr Pandian Selvaraj, BCOM,M PHIL,ACMA
Ananganallure Motture Gudiyatham
VELLORE 635806

M/36055

Mr Jayaraman Muthukumar, MCOM,ACMA
52, A V M Avenue Virugambakkam
CHENNAI 600092

M/36056

Mr Dhirender Singh, BBA,ACMA

MEMBERSHIP LIST

Sr. Accountant Mark Exhaust Systems Ltd. 39/7
Begumpur Khatola Delhi - Jaipur Highway
GURGAON 122001

M/36057
Mr Binoy John, BCOM,ACMA
Sr. Manager Manappuram Finance Limited
Puthenpurayil House Kurumpanadom P.O
Kottayam (Dist)
CHANGANACHERRY 686536

M/36058
Mr Dhaval Praful Upadhyay, BCOM,ACMA
Manager Karvy Stock Broking Ltd A/404,
Shripal Tower Sri Prasths Complex Road No 1,
Nallasopara (W)
THANE 401203

M/36059
Ms Ratika Bangia, BCOM,ACMA
B-79 A, H I G Flats Nandgram
GHAZIABAD 201003

M/36060
Mr Alok Kumar, BCOM,ACMA
Finance Controller Perkinelmer India Pvt Limited
G Corp Tech Park, 8th Floor Kasaravadavali
Ghodbunder Road
THANE (WEST) 400615

M/36061
Mr Sarabjeet Singh, BCOM,ACMA
Jr. Accounts Officer Bharat Sanchar Nigam
Limited O/o Sr. G M (Nwo-cm), 2nd Floor,
Telephone Exchange Sector 49 -C
CHANDIGARH 160047

M/36062
Mrs Deepika Kastala, BCOM,ACMA
Flat 101, Suprabath Apartments 9/4, 4 A Cross,
30th Main Road B T M 2nd Stage
BANGALORE 560076

M/36063
Mr Venkateswara Rao Sriram, BCOM,ACMA
D. No : 3 - 28 Gopalamvaripalem (Post)
Chilakaluripet (M.d) Guntur (District)
CHILAKALURIPET 522616

M/36064
Mr Rohit Kumar, BCOM,ACMA
Finance And Account Officer Oil And Natural
Gas Corporation Ltd O N G C Ltd K D M Bhawan
Palavasana
MAHESANA 384002

M/36065
Mr Polli Tirumaleswara Reddy,
BCOM,MBA,ACMA
Deputy Manager - Costing Rain Cements Limited
Rain Center 34, Sri Nagar Colony
HYDERABAD 500073

M/36066
Ms Priya Vishvas, BCOM,ACMA
Branch Accountant I F B Industries Ltd Opp.
Samtel Factory Commercial Complex
PARWANOO 173220

M/36067
Mr Amit Kumar, BCOM,ACA,ACMA
Accounts Manager Townpark Buildcon Pvt Ltd G -
167 E, Ground Floor Dilshad Colony
DELHI 110095

M/36068
Mr Ankit Dilip Sethi, BCOM,MBA,ACMA
Bahubali Agencies Hanskala Gandhi Chowk
Sarafa Road
AURANGABAD 431001

M/36069
Mr Jagadesan Balakrishnan, BCOM,FCA,ACMA
Chief Financial Officer U S Tech Solutions Inc 10
Exchange Place Suite 1820 18th Floor
JERSEY CITY 07302

M/36070
Mrs Radha Ramakrishnan, BCOM,ACMA
No.13, Lake View Apartments Balu Avenue 1
Chittlapakkam
CHENNAI 600064

M/36071
Mr Naval Azargushasp Bozorgi, MCOM,ACMA
Analyst Programmer Accenture Services Pvt. Ltd
Plant - 3, Godrej & Boyce Complex L B S Marg
Vikhroli (West)
MUMBAI 400079

M/36072
Mr Nitesh Kumar, MCOM,ACMA
Assistant Manager (F) Engineering Projects
(India) Ltd Eastern Regional Office 50,
Chowringhee Road
KOLKATA 700071

M/36073
Mr Anirban Ghosh Roy, BSC,ACMA
Chief Manager - F & A Epcos India Private Ltd
Kulia Kanchrapara Road P. O. - Netaji Subhash
Sanatorium Dist - Nadia
KALYANI 741251

M/36074
Mr Suvomoy Das, MCOM,ACA,ACMA
D.G.M. Finance Tata Hitachi Construction
Machinery Co Ltd. Jubilee Building 45, Museum
Road
BANGALORE 560025

M/36075
Mr Ashish Kumar, BCOM HONS,ACMA
Accounts Officer Bharat Heavy Electricals Limited
Main Road Harsidhi Dist - East Champaran
MOTIHARI 845422

M/36076
Mrs Vasumathi C, BCOM,FCA,ACMA
B9/2, Revathy Apartments 14th Cross Street
Besant Nagar
CHENNAI 600090

M/36077
Mr Avishek Chatterjee, BCOM
HONS,MBA,ACMA
Assistant Manager JSW Steel Ltd 6th Floor,
Raheja Towers (E) 26 - 27, M. G. Road
BANGALORE 560001

M/36078
Ms Priyanka Sachdeva, BCOM HONS,ACMA
A -281, 2nd Floor Sudershan Park
NEW DELHI 110015

M/36079
Mr Kandi Venkata Surya Ganesh,
MCOM,MBA,ACMA
Executive - Finance Seeds Intimate Apparel India
Private Ltd Plot 11, Brandix India Apparel City A P

S E Z , Pudimadaka Road Atchutapuram Mandal
VISAKHAPATNAM 531011

M/36080
Mr Pawan Kumar Jain, BCOM,FCA,ACMA
Partner Chopra & Company 133, Canning Street
Chopra House, 1st. Floor
KOLKATA 700001

M/36081
Mr Vikas Kumar Gupta, BCOM,ACMA
Vill & Post - Nijamuddin Pur Shah Badaun
BISAU LI 243632

M/36082
Ms Prasanna Lakshmi Belusonti, MCOM,ACMA
Accountant Grade II The Andhra Pradesh State
Civil Supplies Corpn. Ltd Door No. 7-5-209/11
Srinivasa Colony
MAHBOOBNAGAR 509002

M/36083
Mr Rabindra Nath Roy, MCOM,ACMA
Officer Trainee (F & A) Andrew Yule & Company
Ltd 8, Dr. Rajendra Prasad Sarani
KOLKATA 700001

M/36084
Mr Sameer Wagh, BCOM,ACS,ACMA
Manager - Finance Nyaasa K P O Pvt Ltd D - 63,
Rahul Complex, 6th Floor D - Wing, Near Krishna
Hospital Paud Road, Kothrud
PUNE 411038

M/36085
Mr Sushil Kumar Prasad, BCOM,ACMA
Manager - Accounts Fine Tech Corporation Pvt
Ltd C/o. Reliance Industries Ltd 5 T T C, Industrial
Area, Thane Belapur Road Reliance Corporate
Park 4 B, Gr. Floor, Ghansoli
NAVI MUMBAI 400701

M/36086
Mr Gomathisankar Kandasamy, BSC,ACMA
Asst Manager Hyundai Motor India Ltd H1, Sipcot
Industrial Park Irrungattukottai Sriperumbudur
Taluk
CHENNAI 602117

M/36087
Mr Rohit Jain, BCOM HONS,ACMA
Manager Commercial Impex Metal & Ferro Alloys
Limited 493/ C/ A, G T Road (South) Vivek Vihar
Phase 5 Block 15, Flat No 2 C
HOWRAH 711102

M/36088
Mrs Vijaya Kumari Rajannachari,
BCOM,MBA,ACMA
Asst. Accounts Officer Hindustan Aeronautics
Limited No. 77, 3rd Cross 7th Main, Kavery Nagar
B S K 2nd Stage
BANGALORE 560070

M/36089
Mr Deepak H Chhutani, BCOM,ACMA
Lodha Paradise Iris A Wing, Flat 1504 Majiwada
THANE (WEST) 400601

M/36090
Mrs Ramya Laxmi C, BCOM,ACMA
New No.13 -B First Street, Vathiyar Thottam
Rangarajapuram
CHENNAI 600024

M/36091
Mr Hrishikesh Anand, BCOM
HONS,MBA,ACMA
114, J&k Laxmi Nagar
NEW DELHI 110092

M/36092
Mr Sundhararajan Sridharan, MSC,ACMA
Associate Consultant Tata Consultancy Services
Ltd 188, Lloyds Road
CHENNAI 600086

M/36093
Ms Lalithambika Appia Janardhan,
BCOM,ACMA
Executive (Works Accounting) T A F E
(Tractors And Farm Equipment Limited) 77,
Nungambakkam High Road Nungambakkam
CHENNAI 600034

M/36094
Mrs J Kalpana, BCOM,ACMA
Processor Vitae International Accounting
Services Pvt Ltd 39, Ramakrishna Nagar New
Siddhapudur
COIMBATORE 641044

M/36095
Ms S Akshaya, BCOM,ACMA
3/2, Ashok Nagar I Street, Kochadai
MADURAI 625016

M/36096
Mr Prasanta Kumar Purohit, BCOM
HONS,LLB,ACMA
At- A-7/ L-3 J M Colony P. O:- Budharaja
SAMBALPUR 768004

M/36097
Mr Raman Mehta, BCOM,ACMA
Dy Manager Bajaj Energy Pvt Ltd Bajaj Bhawan
B -10, Sector - 3 Jammalal Bajaj Marg
NOIDA 201301

M/36098
Mr Vishal Ashok Singh, BCOM,ACMA
Deputy Manager Mahindra & Mahindra Ltd Farm
Equipment Sector Gate No 2 , Powerol Building
Second Floor, Akurli Road, Kandivali East
MUMBAI 400101

M/36099
Mr Akhilesh Kumar Singh, BCOM HONS,ACMA
Shastrinagar - Taltala P. O. Bara Bahera Dist.
Hooghly
KONNAGAR 712246

M/36100
Mr Raghavendran Nagarajan, BCOM,ACMA
New No. 25, Old No. 9, Upstairs Sarojini Street
T. Nagar
CHENNAI 600017

M/36101
Mr Ashish Choubey, BCOM HONS,ACMA
209, New Station Road Dist. Hooghly
BHADRAKALI 712232

M/36102
Mr Ravi Bharadwaj Velamakanni,
BCOM,ACA,ACMA
Manager S R B C & Associates L L P The Oval
Office 18, Ilabs Centre Hitech City, Madhapur
HYDERABAD 500081

M/36103
Mr Rahul Agarwal, BCOM HONS,ACMA
C/o. Dayaram Nirmal Agarwal P. O. & P. S. -
Ghughordiha
MADHUBANI 847402

M/36104
Mr Samit Shreenarayan Singhal,
BCOM,ACA,ACMA
Dy. Manager G C M M F Ltd Mother Dairy Plot
No. 35, Nr. Indira Bridge Vill - Bhat
GANDHINAGAR 382428

M/36105
Mr Sumit Khare, BCOM,ACMA
Officer - F. & A. Bajaj Energy Pvt Ltd C/o. Bajaj
Hindusthan Limited Vill & Post - Barkhera Tehsil
- Bisalpur
PILIBHIT 262201

M/36106
Mr Venkateswarlu Pokuri, MCOM,ACMA
40-10-18 Kammapalem Third Lane
ONGOLE 523001

M/36107
Mr Eswara Naga Venkata Sai Sita Ram Kumar
Boggavarapu, BCOM,ACMA
Lecturer Akula Gopayya Degree College Y -
Junction Pentapadu Mandal West Godavari
District
PRATHIPADU 534146

M/36108
Mr N V V Subba Rao, BCOM,ACMA
D G M (Accounts) Mahindra & Mahindra
Financial Services Ltd No. 15, Arcot Street (Opp
: M G R Memorial) T. Nagar
CHENNAI 600017

M/36109
Mr Kailash Chandra Lawti, MA,ACMA
Manager (Costing) Gujarat Mineral Development
Corpn. Ltd 7th Floor, Khanij Bhawan University
Ground 132 Ft. Ring Road Vastrapur
AHMEDABAD 380052

M/36110
Mrs Aparna Sahasrabudhe, BCOM,ACMA
Consultant - Group Finance Agrawal Power Pvt.
Ltd Sagar Plaza 250, Zone - 2 Maharana Pratap
Nagar
BHOPAL 462011

M/36111
Mr Nishant Bharatbhai Dundas,
BCOM,MBA,ACMA
Partner J N D Ventures LLP Row House - 6
Opp. Ambo Vihar Tirupati Nagar - Phase 2 Virar
(West)
MUMBAI 431301

M/36112
Mr Ramesh Kumar, BCOM,ACMA
Block B-1 House No - 241 Street No - 9 New
Ashok Nagar
NEW DELHI 110096

M/36113
Mr Hari R, BCOM,ACMA
Deputy Manager - Accounts Roca Bathroom
Products (P) Ltd New No.6, Old No.67
Vandikara Street
NAMAKKAL 637001

M/36114
Mr Abhijeet Sobalkar, BCOM,ACMA
Software Engineer Avaya Inc 6280 Stoneridge
Mall Road Apt B110 Apt
B110
PLEASANTON 94588

M/36115
Mr Sethuraman G, BCOM,ACMA
C3/55 F, Bhel Township Kailasapuram
Thiruverumbur
THIRUCHIRAPPALLI 620014

M/36116
Mr Prathik Gupta, BCOM,ACA,ACMA
Swastika Residency G D -1, 41/15, 14th Cross
Eshwara Lyt, Indiranagar 2nd Stage
BANGALORE 560038

M/36117
Mr Amit Deshwal, BCOM HONS,ACMA
Assistant Manager - Accounts Divine Autotech
Pvt Ltd G1 - 3, G. T. K. Road Industrial Area
Azadpur
DELHI 110033

M/36118
Mrs Gayathri Lakshmanan, BCOM,MBA,ACMA
Consultant Infosys Limited Mahindra Worls City
Central Avenue Natham Post, Paranur Village
CHENGALPATTU 676650

M/36119
Mr Sri Krishna Chaitanya Krovi, BCOM,ACMA
Senior Associate Consultant Infosys Limited
Infosys - Sez Survey # 50, Pocharam Village
Singapore Township Post Office Ghatkesar
Mandal, Rangareddy District
HYDERABAD 500088

M/36120
Mr Gangaraj , BCOM,ACMA
No. 1/13, P. Duraisampyapuram Post -
Keelamudiman Tal : Ottapidaram
TUTI CORIN 628401

M/36121
Mr Narendra Nath Sahu, BCOM
HONS,MBA,ACMA
Dy. Manager (Finance) Bisra Stone Lime
Company Ltd At & Po - Birmiritrapur
SUNDARGARH 770033

M/36122
Mr Rahul Kumar, BCOM,MBA,ACMA
1, British Indian Street (New Building) 1st Floor,
Room No. 104
KOLKATA 700069

M/36123
Ms Poonam Rani, BCOM,ACMA
C/o. Nitin Medical Store Behind Sukhram
Hospital Street No.2, New Extension Colony
PALWAL 121102

M/36124
Mr Anjeet Sejwal, ACMA
Dy. Manager - Accounts D L F Utilities Ltd 6th
Floor, D L F Gateway Tower D L F Cyber City
Phase - I I I
GURGAON 122002

M/36125
Ms Harpreet Kaur, MCOM,ACMA
Sr. Executive Siemens Ltd Plot No. 6 A, Sector -

MEMBERSHIP LIST

18 Maruti Industrial Area Huda
GURGAON 122015

M/36126
Mr Praney Sharma, BCOM HONS,ACMA
Sr. Manager - Finance Bharti Airtel Limited Plot
No.16, Phase - I V Udhog Vihar
GURGAON 122015

M/36127
Mr Prabhat Kumar, BSC HONS,ACMA
Cost Accountant M/s. Juneja Project Services
P Ltd 23, D S I D C , Phase - I I New Okhla
Industrial Complex
NEW DELHI 110020

M/36128
Mr Sankalp Kohli, BCOM,ACMA
House No. 1/7750 -A, First Floor Gali No.1, East
Gorakh Park Shahdara
DELHI 110032

M/36129
Mr Sujit Kumar Pattanayak, MCOM,ACMA
Lake View Apartment (H-104) P. O. - Latibpur P.
S. - Uluberia
HOWRAH 711316

M/36130
Mr Sankar P, MCOM,ACMA
841, Kurichinatham Siruvalur - Post
ARIYALUR 621 704

M/36131
Mr Arijit Das, BCOM,ACMA
4 / 8 / 2, Kalipur Road Shakuntala Park Behala
KOLKATA 700061

M/36132
Mr Sivakumar N B, BCOM,ACMA
Ninthasthalathu House Kuzhuppilly Ayyampilly
P O
ERNAKULAM 682501

M/36133
Mr Deepak Manchanda, BCOM,MBA,ACMA
212, Old Darshani Bagh Manimajra
CHANDIGARH 160101

M/36134
Mr Kailash Kumar Jha, BCOM,MBA,ACMA
House No 315, Gali No. 3 Main Shyam Park
Sahibabad
GHAZIABAD 201005

M/36135
Mr Vijay Kasiviswanathan S, MCOM,ACMA
Manager Kartya Constructions Pvt Ltd 51, Fourth
Floor Bye - Pass Road K. A. S. P. Towers
MADURAI 625016

M/36136
Mr Ravi Kanth Puranam, ACMA
Associate Manager Accenture Services Pvt. Ltd
Divyasree Technologies Near Vaidehi Hospital
Whitefield
BANGALORE 560066

M/36137
Mr Atul Dwarkadas Patel, MCOM,ACMA
Executive Siemens Ltd C-1 Mayur Soc Part 2
Near Bapod Jakat Naka Waghodia Road
VADODARA 390019

M/36138
Mr Magesh C, BCOM,MBA,ACMA

Officer Brakes India Ltd Padi
CHENNAI 600050

M/36139
Mr T Jayashree, MCOM,ACMA
Authorised Signatory Citibank N A No.2 Club
House Road
CHENNAI 600002

M/36140
Mr Anand Kumar Pandey, MCOM,LLB,ACMA
Asst. Finance Manager Triveni Infotech Pvt.
Ltd Yamuna Enclave - 103 / 04 Trivenipuram
Dumardaga, Booty More
RANCHI 835217

M/36141
Mr Raghavan Vidyadharan, MA,ACMA
Accounts Officer Madhya Pradesh Power
Generating Co. Ltd. Office Of The Senior Account
Officer S T P S, M P P G C L Sarni
BETUL 460447

M/36142
Mr Abdul Khaliq Mohammed, BCOM,ACMA
Plot No. 297, 4th Cross Street 4/26,
Samayapuram Nagar Porur
CHENNAI 600116

M/36143
Mrs Sheetal Daga, BCOM HONS,ACS,ACMA
Manager Accounts D B (International) Stock
Brokers Ltd 402, New Delhi House 27,
Barakhamba Road
NEW DELHI 110001

M/36144
Mr Gopalakrishnan Sridhar, BCOM,ACMA
Plot No.55, Krishna Nagar Gokulam Street
Ullagaram
CHENNAI 600091

M/36145
Ms Reecha Agrawal, MCOM,ACMA
C/o Mr Venkat Lal Agrawal Main Road Kargi
Kota
BILASPUR 495113

M/36146
Ms Namrata Nikhil Barua, BCOM,ACMA
Senior Manager Reliance Corporate I T Park Ltd
5, Trans - Thane Creek Industrial Area Thane -
Belapur Road P. O. Ghansoli
NAVI MUMBAI 400701

M/36147
Mr Sadanand Madhusudan Sahasrabudhe,
ACMA
C - 702, Moreshwar Dham Society Liberty
Garden X Road No.3 Behind Mother's Bakery
Malad (W)
MUMBAI 400064

M/36148
Mr Virender Kumar Gupta, BCOM,FCA,ACMA
A-10, Mansa Ram Park Mansa Ram Park Uttam
Nagar, Dwarka
NEW DELHI 110059

M/36149
Ms Divya Rathi, BCOM HONS,ACMA
Assistant Manager A. Banerjee & Associates
Kalitala Road Post - Bara Bahera Nr. Nabagram
Old Electric Office Dist. Hooghly
KOLKATA 712246

M/36150
Mr Chitrapu Vijay Kumar, BSC,ACA,ACMA
Senior Manager Genpat India Pvt Ltd Opposite N
G R I Apiidc,uppal Main Road Habsiguda
HYDERABAD 530039

M/36151
Mr Justine John, BCOM,ACMA
Pullattu (H) Mullenkolly (P.o) Pulpally
WAYANAD 673579

M/36152
Ms Aafrin Samnani, BCOM,ACMA
Kwality Masala Food Industrial Area Dhanmda
Road
DURG 491001

M/36153
Mr Manikandan Ganesan, MCOM,ACMA
Team Lead Wipro Limited 18/35, Saaral
Apartment Pasumaruthi Street Kodambakkam
CHENNAI 600024

M/36154
Mr Anish Nair, BCOM,ACMA
Accounts Officer Bharat Electronics Limited
Internal Audit Department Jalahalli Post
BANGALORE 560013

M/36155
Mr Krishna Nutakki, BA,ACMA
D. No: 3-51 Teachers Colony Tadigadapa
Penamaluru Mandal
VIJAYAWADA 521137

M/36156
Mr Karthikeyan R, BCOM,ACMA
Old No 28, New No 8 Muthu Kalathy Street 9
Triplicane
CHENNAI 600005

M/36157
Mrs S Snekalatha, BCOM,ACMA
D - 119, Samhita Rainbow M T B Apartments
Near Vibgyor High School Thubarahalli
BANGALORE 560066

M/36158
Mr Jayachandran Rajasekharan Nair,
BCOM,ACMA
Lakshmi (H) Pala Road, Near Police Station Post
- Kaduthuruthy
KOTTAYAM 686604

M/36159
Mr Surendra Kumar Raheja, BCOM,MBA,ACMA
Head Of Compliances Imea Nokia India Private
Limited 243 S P Infocity Udyog Vihar -1
GURGAON 122016

M/36160
Mrs Yogeeta Tiwari, MCOM,ACMA
Asst Manager Bharat Sanchar Nigam Limited
Corporate Accounts Section 1st Floor, Bharat
Sanchar Bhawan Harish Chandra Mathur Lane,
Janpath Connaught Place
NEW DELHI 110001

M/36161
Mr Partha Banerjee, BCOM,ACMA
Avishikta -1,1d /703 369/1 Purbachal Kalitala
Road
KOLKATA 700078

M/36162
Mr Narayanan H V, BCOM HONS,ACMA

Specialist Shell Busines Service Center Campus
4 A, R M Z Millenia Business Park 143, Dr M G
R Road Perungudi
CHENNAI 600096

M/36163
Ms Veena Bhagwan Madnani, BCOM,ACMA
Sr. Officer Welspun Steel Limited Welspun City
Survey No.650, Vill - Varsamedi Dist - Kutch
ANJAR 370110

M/36164
Mr George John, BCOM,ACMA
Audit Executive Ajesh & Associates
Kizhakkekara Building, No. 32/1093 South
Kalamassery
COCHIN 682033

M/36165
Mr Rahul Goyal, BCOM,ACMA
Proprietor Rahul Vijay And Co. 210, Vardhman
Capital Mall 10, L S C, Shakti Nagar,
Sidhorakalan Near Gulabi Bagh
DELHI 110052

M/36166
Mr Saurabh Avinash Udas, BCOM,ACA,ACMA
Manager Central Bank Of India Corporate
Finance Branch No. 75, 1st Floor, Brigade Road
BANGALORE 560025

M/36167
Mr Rupesh Pachori, MCOM,ACMA
Vill. Mungana Teh. Dhariyawad
UDAIPUR 313614

M/36168
Mr Shantanu Dey, BCOM,ACMA
18 Samajgarh Po- Regent Park
KOLKATA 700040

M/36169
Mr Vinit Mohan, MCOM,ACMA
Manager Accounts Mahindra & Mahindra
Limited Q -222, Shivalik Nagar Ranipur
HARDWAR 249403

M/36170
Mr Rajat Bhardwaj, MCOM,ACMA
Deputy Manager - Accounts Mahindra &
Mahindra Limited M - 50, Phase - 1 Shivlok
Colony Ranipur
HARDWAR 249403

M/36171
Mr Arunava Maity, MCOM,ACMA
Hatiara 30C Bus Stand Atithi Bhavan Goli P. O.
- Ghuni North 24 Pargana
KOLKATA 700157

M/36172
Mr Deepak Kumar, MCOM,ACMA
820/21, New Avas Vikas Near Jain College
SAHARANPUR 247001

M/36173
Mr Amit Anantrao Devdhe, MCOM,ACMA
Sr. Associate Audit Bizsol India Services Pvt.
Ltd. 14 To 17, Suyash Commercial Mall S. No.74
& 75, Above Union Bank Of India Baner
PUNE 411045

M/36174
Mr Ganesh Babu, BCOM,MBA,ACMA
Eta Jasmine Court, D 206 Block Mount

Poonamallee Highroad Kattupakkam
CHENNAI 600056

M/36175
Mr Venkata Ramanaiah Ulli, BCOM,ACMA
Deputy Manager Astra Microwave Products
LimiteD Astra Towers Survey No -12 (P) Hitech
City
HYDERABAD 500084

M/36176
Mr Vikash Kumar Gupta, BCOM,ACMA
S/o Shiv Shankar Gupta Rani Sati Mandir Lane
Jay Prakash Nagar
RANCHI 834001

M/36177
Mr Hemant Kumar Gulati, BCOM,ACMA
President - South India Hubtown Limited # 3/2-5,
Annaswamy Mudaliar Road Ulsoor
BANGALORE 560042

M/36178
Mr Kamlesh Gahlot, BCOM,ACMA
Accounts Officer B H E L Kichha Bypass Road
Near Anchal Dairy
RUDRAPUR 263153

M/36179
Mr Mandit Rawani, BCOM,MBA,ACMA
3/ A/1, Dattani Nagar S. V. Road, Borivali -
West
MUMBAI 400092

M/36180
Mr Vishal Vishnu Bharadwaj, BCOM,ACMA
D I A Europe
GENEVA 8000

M/36181
Ms Shakila Vishnumurthy, BCOM,ACMA
F F 2, Majestic Garden Apartments Phase -2,
Kanakapura Main Road Behind Metro Cash And
Carry Konankunte Cross
BANGALORE 560062

M/36182
Mrs Satya Veni Konagalla, BCOM,ACMA
Accounts Executive Harika Shipping & Logistics
China Waltair
VISAKHAPATNAM 530017

M/36183
Mr Idoj Kumar Samanta, BSC,LLB,ACMA
Financial Controller Waterford Ltd 11, Ajibade
Oke Street Off A S A Afariogun Street Ajao
Estate, Isolo,
ISOLO 000000

M/36184
Mr Biju V, BCOM,ACMA
Faculty Unique Institute Of Management Iind
Floor, Near K S F E Chibbus Building West Hill,
Calicut
KOZHIIKODE 673005

M/36185
Mr Lakshmi Satya Ramarao Kollepara,
MCOM,ACMA
2-60 Vysya Street Kodamanchilli West
Godavari District
ACHANTA 534269

M/36186
Ms Divya Rajan, BCOM,ACMA

Cost Accountant Chandra Wadhwa And Co.
204, Krishna House 4805/24, Bharat Ram Road
Darya Ganj
NEW DELHI 110002

M/36187
Mr Chunduri Ramakrishna, BCOM,ACMA
Plot No.424, Road No.19 Jubilee Hills
HYDERABAD 500033

M/36188
Mr Rajendra Anil Thakur, BCOM,ACMA
R. H - 1, D - 16, Sector - 8 Vashi Behind E. S.
I. S. Hospital
NAVI MUMBAI 400703

M/36189
Mr Ashok Kumar, BCOM HONS,ACMA
Store Keeper Geological Survey Of India Assets
Procurement & Management Division Sector -
E, Aliganj
LUCKNOW 226024

M/36190
Ms Anita Sera Joseph, BCOM,ACMA
Officer (Finance) Kerala State Electronic
Development Corpn. Ltd Keltron House
Vellayambalam
TRIVANDRUM 695033

M/36191
Mr Brahm Prakash, BCOM,ACMA
W Z-55 Plot No.109, Vishnu Garden Tilak
Nagar
NEW DELHI 110018

M/36192
Mrs Shanmuga Priya C, BCOM,CIMA,ACMA
Supervisor Ford Business Service Centre K C T
Tech Park Kumaraguru College Of Engineering
Campus Saravanampatti
COIMBATORE 641036

M/36193
Mrs Swapna Nair, BCOM,MBA,ACMA
A L-5/4/11, Suyog Apartment Sector - 5, Airoli
NAVI MUMBAI 400708

M/36194
Mr Hariprasad Bellamkonda,
BE,MBA,Ph.D,ACMA
Associate Professor Indian Institute Of
Management Indore I I M I Campus Prabandh
Shikhar Rau - Pithampur Road Rau
INDORE 453556

M/36195
Mr Bhaskar Vemur Subramaniya,
BCOM,ACMA
Vice President - Operations Tata Consultancy
Services Ltd. No.4/7, Ward No.88, 2nd Cross,
Opp. Renuka Devi Mandira, Ramamurthy Nagar
Main Road, Banaswadi
BANGALORE 560043

M/36196
Mr Vikash Kumar Jha, ACMA
Sr. Accounts Executive Magnum Resources Pvt
Ltd Sara House B - 8, Sector - 4
NOIDA 201301

M/36197
Mr Laxmidhar Behera, MCOM,ACMA
Junior Accountant Wesco Limited Corporate
Office, Finance Wing Burla
SAMBALPUR 768017

MEMBERSHIP LIST

- M/36198
Mr Ashok Kumar Indana, ACMA
D. No. 45-41-3/2 Ambedkar Nagar Tadi Thota
RAJAHMUNDRI 533103
- M/36199
Mr Ashish Garg, BCOM,LLB,FCA,ACS,ACMA
Chartered Accountants Ashish Garg & Company
Jai Balaji Bhawan Bramha Road Balaji Chowk
AMBIKAPUR 497001
- M/36200
Mrs Lalitha Rachakonda, BCOM,MBA,ACMA
50 M I G, Pocket - B Phase -4, Ashok Vihar
NEW DELHI 110052
- M/36201
Mr Seetha Ramanjaneyulu Tummalapalli,
BCOM,ACMA
Lead Accountant E I Dupont Services Center India
Pvt. Ltd. Plot No.129 To 132, Block No.3, Gate
No.3 6th Floor, D L F Cyber City Building A P H B
Colony, Nr Gachibowli Stadium
HYDERABAD 500032
- M/36202
Mr Anbumathi P, MCOM,MBA,ACMA
Deputy Chief Manager Finance Neyveli Lignite
Corporation Ltd., 109 A, Type I I Quarters Block
-6
NEYVELI 607803
- M/36203
Mr Dinesh Manohar Parab, MCOM,MA,ACMA
Core Committee Member Pravin Commerce
Classes 119/120, Zest Business Spaces M. G.
Road, Ghatkopar (East)
MUMBAI 400077
- M/36204
Mr Ankush Goel, BCOM,ACA,ACMA
Assistant Vice President - Tax S. B. I. Cards &
Payment Services (P) Ltd Infinity Tower - C, 11th
Floor D L F Cyber City Complex
GURGAON 122002
- M/36205
Mr Vipin Goel, MCOM,ACMA
A 99 Kilokari Near Maharani Bagh
NEW DELHI 110014
- M/36206
Mr Ankit Prabhakar, BCOM HONS,ACMA
305/8, Masjid Moth South Extension -2
NEW DELHI 110049
- M/36207
Mr Devender Kumar Rapria, BCOM,ACMA
H. No. 487 Sec. 23
BHIWANI 122021
- M/36208
Mr Shreyash Banerjee, BBA,ACMA
Industrial Trainee Indian Oil Corporation Limited
Aviation Fuel Station N. S. C. B. I. Airport
KOLKATA 700052
- M/36209
Mr Jitendra Kumar Sinha, BCOM
HONS,MFA,ACMA
Regional Finance Controller Solyvent Flakt
India Pvt Ltd Plot No. 28, 1st & 2nd Floor Okhla
Industrial Estate, Phase - 3
NEW DELHI 110020
- M/36210
Mr Kumar C, MCOM,ACMA
Assistant Officer (Accounts) Tamilnadu Newsprint
And Papers Limited Kagithapuram
KARUR 639136
- M/36211
Mrs Sugantha Srinivasan, BCOM,ACMA
401, Jai Hari Kunj Srinagar Colony Goregoan
(W)
MUMBAI 400062
- M/36212
Mr Kannan R, MCOM,ACS,ACMA
Senior Vice President Indusind Bank Ltd New
No.34, Old No.115-116 G. N. Chetty Road
Theagaraya Nagar
CHENNAI 600017
- M/36213
Mr Narasimhan Gopalan, BCOM,ACMA
31/25, Karikalan Street Kurinji Nagar Chromepet
CHENNAI 600044
- M/36214
Mr Rama Jagannath Rao Perepa, BCOM,ACMA
Dy Manager Fiat India Automobiles Ltd B -19,
Ranjangaon M I D C Industrial Area Taluka:
Shirur, Car Finance
PUNE 412210
- M/36215
Mr Satish Sharma, BCOM,LLB,FCS,ACMA
Company Secretary S. G. Kankani & Associates,
69, 1st Floor, Mahalaxmi Cloth Market Pandri
RAIPUR 492004
- M/36216
Mr Sekhar P, MCOM,ACMA
Manager - Cost Controlling Vishay Precision
Group Flat No. F2, Plot No.5 Egpi Nouveau Riche
Jaganathapuram, Jalladianpet Pallikaranai
CHENNAI 600100
- M/36217
Mr Jitendra Singh, MCOM,ACMA
Sr Accounts Officer B.H.E.L. Kichha Bypass Road
Opposite Anchal Dairy
RUDRAPUR 263153
- M/36218
Mr Rajesh Krishnan, BCOM,ACMA
A1 Usha Vihar G V S Road No.3 Mulund East
MUMBAI 400081
- M/36219
Mr Padmanaban Valasamuthu, BCA,MBA,ACMA
Manager-finance Cholamandalam Investment
Finance And Company Ltd Dare House Parry
CHENNAI 600001
- M/36220
Mr Gali Jithendra, MCOM,ACMA
D. No. 389, Opp. Reliance Fresh Near Iron Yard
Bhavanipuram
VIJAYAWADA 520012
- M/36221
Mr Sanjay Kumar Pathak, MCOM,ACMA
Deputy Director (Finance) ICAR, Ministry Of
Agriculture, Govt Of India B -18 Krishi Vihar J. B.
Tito Marg
NEW DELHI 110048
- M/36222
Mr Amit Kumar Mahato, BCOM,MBA,ACMA
Finance Manager B. G. Distributors Pvt. Ltd 111/1,
B. T. Road Merrill Estate
KOLKATA 700108
- M/36223
Mr Abhijit Dutta, BCOM,ACMA
Auditor A. Roy & Associates 36/5, P. Majumdar
Road Sadhur Bagan P. O. Haltu
KOLKATA 700078
- M/36224
Mr Amit Kumar Shaw, BCOM,ACMA
49/42 A, Gangadhar Smrity Sarani Road
Bolurpara, P. O. Hazinagar Dist. North 24
Parganas
HALISAHAR 743135
- M/36225
Mr Mangesh Ramesh Annachhatre,
BCOM,ACMA
Finance Director Shapers India Pvt Ltd Gat
No.999 Sanaswadi
PUNE 411004
- M/36226
Mrs Sasmita Kumari Patra, MCOM,ACMA
C/o. Biswa Ranjan Patra H. No.88, Aurobindo
Nagar 2nd Lane
BERHAMPUR 760001
- M/36227
Mr Sanjay Mukherjee, MCOM,LLB,ACMA
12/1/5, Maya Dasi Road P. O. Parnasree
KOLKATA 700060
- M/36228
Mr Kingshuk Ghosh, BCOM HONS,ACA,ACMA
Controller - Sales Division Nestlé India Limited B2,
401 The Legend, Sector - 57 Sushant Lok - I I I
GURGAON 122002
- M/36229
Ms Dola Karmakar, BCOM,ACMA
Accounts Officer - I Burn Standard Co. Ltd 20 -
22, Nityadhan Mukherjee Road
HOWRAH 711101
- M/36230
Mr Vivek Pratap Singh, BCOM
HONS,MBA,ACMA
Finance Executive Jay & Co India Pvt Ltd 503,
Vikram Tower 16, Rajendra Place
NEW DELHI 110008
- M/36231
Mr Shankar Subrahmanyam, MCOM,ACMA
Corporate Credit Analyst Syndicate Bank 2 A,
Eastcheap
LONDON EC3M 1LH
- M/36232
Mrs Vijaya Lakshmi G N, BCOM,ACMA
Deputy General Manager - Finance B E M L
Limited 3rd Floor, Unity Buildings J C Road
BANGALORE 560002
- M/36233
Mr Ragendra Kumar Gavel, MCOM,ACMA
Vill & Post - Pota Tha - Malkharoda
JANJGIR - CHAMPA 495691
- M/36234
Mr Akhaya Kumar Pattanaik, BCOM
HONS,ACMA

Manager - Finance B E M L Ltd Kolar Gold Fields
KOLAR 563115

M/36235
Mr Ambrish Bakaya, BCOM,ACA,ACS,ACMA
V P Corporate Affairs Samsung India Electronics
3rd Floor, Tower - G Vipul Tech Square, Sector -
43 Golf Course Road
GURGAON 122002

M/36236
Mr Bibhuti Narayan, BCOM,ACMA
2776 A, Regent Colony, 2nd Floor Tollygunge
KOLKATA 700040

M/36237
Mr R Koteswara Rao, BCOM,ACMA
Asst Accounts Officer Bharat Heavy Electricals
Limited Power Sector - Western Region 5th &
6th Floor, Shree Mohini Complex 345, Kingsway
NAGPUR 440001

M/36238
Mr Harnam Singh, MCOM,ACMA
Senior Manager - Finance Nagarro Software
Private Limited Plot -14, Electronic City Sector
-18
GURGAON 122015

M/36239
Mr Vinay Jain, BCOM,ACMA
D G M (Finance & Accounts) K S S Petron
Private Limited 5th Floor, Vatika Towers Sector
-54
GURGAON 122002

M/36240
Mr Mayank Kumar Agarwal, BCOM
HONS,ACMA
H. No. 1277, Mangal Bhawan Main Road
Phusro, Po : Dhori, Dist - Bokaro
BERMO 825102

M/36241
Mrs Vandana , BCOM,MBA,ACMA
Assistant Manager National Small Industries
Corporation S H 3/968, D R D O Township,
Phase - I C V Raman Nagar
BANGALORE 560093

M/36242
Mr Rajeev Birla, BCOM,ACMA
A / 3, Nirant Apartment Opp : Town Hall, Near
Kamavati Hospital Ellis Bridge
AHMEDABAD 380006

M/36243
Mr Pankaj Kumar Gupta, MCOM,ACMA
H. No.15/661, Adarsh Nagar Bye Pass Road
BULANSHAHAR 203001

M/36244
Mr Eric Ratan Ichhaporia, BCOM,ACMA
Manager - Finance Godrej & Boyce Mfg. Co. Ltd
Plant - I I, 3rd Floor Near Godrej Petrol Pump
Gate No. 4, Pirojshahnagar Vikhroli (West)
MUMBAI 400079

M/36245
Mrs Mamta Rani, BCOM,ACMA
Cost Executive On Contract Ministry Of
Consumer Affairs Directorate Of Sugar
Department Of Food And Public Distribution
Room No. 569
NEW DELHI 110001

M/36246
Mr Nageswara Rao Mannidi, MCOM,ACMA
Assistant Manager (Finance) I V R C L Limited
8-2-350/5/ A/24/1- B & 2 Panchavathi Colony
Road No.2, Banjara Hills
HYDERABAD 500034

M/36247
Mr Manish Kumar, BCOM,ACMA
C-937 Sangam Vihar Near Mangal Bazaar
NEW DELHI 110080

M/36248
Mr Raghavendra Ray, MCOM,MBA,ACMA
Assistant Professor In Commerce Shree
Agrasen Mahavidyalaya Dist - Uttar Dinajpur
DALKHOLA 733201

M/36249
Mr Saptarshi Ganguly, BCOM
HONS,ACS,ACMA
Company Secretary Tide Water Oil Company
(India) Limited Yule House 8, Dr. Rajendra
Prasad Sarani
KOLKATA 700001

M/36250
Mr Durgesh Kumar Sahu, BCOM,MBA,ACMA
Director PDC Constructions Pvt. Ltd F F-15,
Uday Tower, Vijyant Khand Kathauta Chauraha
Gomti Nagar
LUCKNOW 226010

M/36251
Mr Sanjaya Kumar Behera, BCOM
HONS,ACMA
Executive (Finance) T S C Accounts, D V C,
Panchet P. O. Panchet Dam
DHANBAD 828206

M/36252
Ms Vandana Chopra, MCOM,MFC,ACMA
H. No. 396 Sector - 6
PANCHKULA 134109

M/36253
Ms Sangeeta Tushar Goradia, BCOM,ACMA
Audit Executive R. K. Khanna & Associates 402,
Regent Chambers Above Status Hotel Nariman
Point
MUMBAI 400021

M/36254
Mr Ashish Kumar, BCOM HONS,ACMA
House No.704 Chirag Delhi
NEW DELHI 110017

M/36255
Mr Santosh Shivram Gujar, MCOM,ACMA
Branch F & A Head Voltas Ltd. Swastik Park,
B7/005 Near Bramhand Godbander Road
THANE 400607

M/36256
Mr Mitesh Chopra, MCOM,ACMA
Officer Shree Cement Ltd. Taxation Dept. Post
Box No. 33 Bangur Nagar
BEAWAR 305901

M/36257
Mr Lakshmi Narayana Kanugonda,
BCOM,ACMA
Lead - F & A Operations I B M Daksh Business
Process Pvt Ltd Infinity Tower - B, 5th Floor
Sector - 25 A, D L F Phase - I I
GURGAON 122002

M/36258
Mr Shobhit Bansal, MCOM,ACMA
Plot No.- 45, Shree Shyam Kripa Lajpat Nagar,
Tilwala Jagatpura
JAIPUR 302017

M/36259
Mr Ramanujam Gudivada, BCOM,ACMA
C/o. Ch. Kanakayya 6-24, Chakali Street
Vedurupaka Rayavaram Mandal
RAMACHANDRAPURAM 533345

M/36260
Mr Bishwajit Kumar Shaw, BCOM,ACMA
Accountants A. Banerjee & Associates P. O.
Barabhera
HOOGHLY 712246

M/36261
Mr Kishore Mahajan, BCOM HONS,ACMA
South Baksara, Sukanta Place P. O. Baksara,
P. S. Jagacha
HOWRAH 711110

M/36262
Mr Rajat Roy Chowdhury, BCOM
HONS,ACMA
Dharsa Pallymangal Samity P. O. - G. I. P.
Colony
HOWRAH 711112

M/36263
Mr Souvik Ghosh, MCOM,ACMA
Vill & P. O. - Chanchai
BURDWAN 713151

M/36264
Ms Asha Kumari, BCOM HONS,ACMA
Q. No.591, Sector - 1 B
BOKARO STEEL CITY 827012

M/36265
Mr Abdul Gafoor N T, BCOM,ACMA
Ellath House Gandhi Road Vengara
MALAPPURAM 676304

M/36266
Mr Suresh Vasudeva, BCOM,ACMA
Project Manager Robert Bosch Engineering And
Business Solutions Ltd Cyber Park Electronic
City, Phase - 1
BANGALORE 560100

M/36267
Ms Nisha , BCOM,ACMA
Assistant Manager (Finance) Coal India Limited
G. F.(Fpc) Darbhanga House Kaveri Building
C C L, HQ
RANCHI 834001

M/36268
Mr Bharat Shankar Mandavkar, BCOM,ACMA
Dy. Manager (F & A.) Mahindra & Mahindra Ltd
Mahindra Tower, 2nd Floor P. K. Kurne Chowk
Near Doordarshan, Worli
MUMBAI 400018

M/36269
Mr Siva Kumar Bandaru, BCOM,ACMA
S/o. B. Chinna Pullaiah D. No 10/43 -B Devuni
Kadapa
KADAPA 516002

M/36270
Mr Nitin Laxminarayanji Baheti, BCOM,ACMA

MEMBERSHIP LIST

Proprietor Nitin Baheti C/o. C N A & Associates
Flat No. 2, Shakuntal Yogeshwari Silver Woods
Osmanpura
AURANGABAD 431005

M/36271
Mrs Amrita Darpan Jain, BSC,MBA,IRAS,ACMA
Dy. F. A. & C. A. O. South Western Railway C -
25, I Cross Opp. Mount Carmel College Vasant
Nagar
BANGALORE 560052

M/36272
Mr Shubhajit Karmakar, MCOM,ACMA
Sr. Manager - Accounts J. R. Laddha Financial
Services Pvt Ltd Everest House , 8th Floor 46 C,
J. L. Nehru Road
KOLKATA 700071

M/36273
Mr Rajiv Ranjan Pandey, BTECH,ACMA
D3/6, Animikha Housing Complex Newtown,
Rajarhat
KOLKATA 700156

M/36274
Mrs Latha B Nayak, BSC,ACS,ACMA
Senior Manager Oracle India Pvt Ltd 6th Floor,
Commerce @ Mantri Bannerghatta Road
BANGALORE 560076

M/36275
Mr Abdussaleem Pt, MCOM,ACMA
Accountant Can Pack Me Dubai- D I P
DUBAI 215061

M/36276
Ms Rajeshree Gurudas Sakhalkar, BCOM,ACMA
Camarkhazan Mapusa Goa
BARDEZ 403507

M/36277
Mr Altafhusen Sindhi, BCOM,ACMA
Cost Analyst Bonite Bottlers Ltd. Shiri Matunda
Moshi P O Box : 1352
TANZANIA 1352

M/36278
Mr Radhakanta Panda, BCOM,ACMA
District Accounts Manager National Health
Mission O/o- Chief District Medical Officer
Bhadrak District Head Quarter Hospital Nuabazar
BHADRAK 756100

M/36279
Mr Prakash Bathanhbhu Thakare,
BA,MBA,ACS,ACMA
Accountant Department Of Forests (Govt. Of
Maharashtra) D Y C F. Gondia Forests Division
Jaisthamb Chowk
GONDIA 441604

M/36280
Mr Udaya Kumar Bandha, MCOM,ACMA
Cost Accountant Nezone Tubes Limited At: Delhi
Road, Chakundi Po: D C C Township
DANKUNI 712310

M/36281
Mr Nilesh Shankar Sonar, MCOM,ACMA
Shivmangal, 20/498, Ashok Nagar, Behind
Maruti Mandir, Last Bus Stop, Satpur
NASIK 422012

M/36282
Mr M Umamathy, MCOM,ACMA
Audit Assistant S. Ramachandran (Cost
Accountant) G 2, 160, M. G. R. Street Saligramam
CHENNAI 600093

M/36283
Mrs Uma Ramaswamy,
BSC,LLB,ACS,MBA,ACMA
Special Assistant State Bank Of India S M E
City Credit Centre 1st Floor, Vankaarath Tower
Edappally - P. O.
KOCHI 682306

M/36284
Mr Vishal Kumar, BFIA,ACMA
Near Chhatrapal Mandir Chhatrapal Nagar
Bakhtiyarpur
PATNA 803212

M/36285
Mr Vinay Kumar Hinger, BCOM,ACMA
Mamangement - Trainee Chetak Enterprises Ltd
Petch Area Circuit House Road Nimbaheara Dist -
Chittor Garh
NIMBAHERA 312601

M/36286
Mr Vasanta Naidu Pudu, BCOM,ACMA
Accounts Manager Sharat Industries Ltd
Mahalakshimpuram Village T P Gudur Mandal
NELLORE 524002

M/36287
Mr Puneet Saluja, MCOM,ACMA
House No. 146 Maktool Puri
ROORKEE 247667

M/36288
Mr Ankur Verma, BCOM,ACMA
Vrahaspati Sadan 655 A/3/767 Adil Nagar
LUCKNOW 226022

M/36289
Mr Yatin Latish Didhaokar, BCOM,ACMA
Accounts Executive J K Sonee & Associates 3 / 8,
Maruti Smriti Gupte Cross Road Dombivili (West)
THANE 421202

M/36290
Mr Arun Kumar Janagam, BCOM,ACMA
Junior Manager Gmr Hyderabad International
Airport Ltd Gmr Aero Towers 3rd Floor, F & A
Shamshabad
HYDERABAD 501218

M/36291
Mr Amit Kumar Mishra, MCOM,MBA,ACMA
Executive Tata Power Delhi Distribution Limited
NDPL House Hudson Lines Kingsway Camp
DELHI 110009

M/36292
Mr Gowrinath Atluri, BCOM,ACA,ACMA
Plot No. 379, Road No.10 Jubilee Hills
HYDERABAD 500033

M/36293
Mr Dileep Kumar Dubey, MCOM,LLB,ACMA
Manager - Accounts Super Disco Ispat Pvt Ltd W.
Mall. S/316 Mangalam Place, Sector - I I I Rohini
NEW DELHI 110034

M/36294
Ms Lavanya Rajendran, MCOM,ACMA

Lead - F & A Operations I B M India Pvt. Ltd.
Prince Infocity Ii, 7th Floor, 283 / 4 & 283 / 3 Rajiv
Gandhi Salai (O M R) Kandanchavadi
CHENNAI 600096

M/36295
Mr Kuladip Basak, MCOM,ACMA
Manager M/s, Simplex Projects Ltd 12/1, Nellie
Sengupta Sarani
KOLKATA 700087

M/36296
Mr Sanjeev Kumar, BBA,MBA,ACMA
Finance Executive United Breweries Ltd C/o.
Blossom Industries Ltd Vill - Jani Vankad Pataliya
Nani Daman
DAMAN 396210

M/36297
Mr Susanta Kumar Rout, BCOM HONS,ACMA
Manager (F) I. T. O.P.T.C.L. Janpath
BHUBANESWAR 751022

M/36298
Mrs Nidhi Deven Mehta, MCOM,ACMA
D - 616, Highway Park E-5 Thakur Complex
Kandivali (East)
MUMBAI 400101

M/36299
Mr Ramasubramanian L, BCOM,ACMA
Advisor - Finance C S C M E P Z, Sanitorium
CHENNAI 600045

M/36300
Mr Kedar Prabhakar Bodas, BCOM,ACMA
Vice President H S B C B R C M R B W M
Department 1st Floor, Shiv Building C T S No. 139
& 140B Sahar Road, Vile Parle (East)
MUMBAI 400057

M/36301
Mr Abhijeet Bhimsen Mithavkar, MCOM,ACMA
Cost Trainee R. Nanabhay & Co. Cost
Accountants Jer Mansion 70, August Kranti Marg
MUMBAI 400036

M/36302
Mr Sachin Kumar, BCOM,ACMA
Vill - Jaipur Post - Nagal Khajuri Teh - Jagadhri
YAMUNA NAGAR 135001

M/36303
Mr Sunil Kumar Holani, BCOM,ACMA
Holani Traders 11, Agarsan Block Mukhya Krishi
Mandi Mandor Road
DIDWANA 342001

M/36304
Mr Veerasha Babu Tuppada, BCOM,ACMA
Accounts Manager Aron Universal Ltd 25/1, 2nd
Phase Jigani Industrial Area Jigani
BANGALORE 560105

M/36305
Mrs Usha Kumari, MCOM,MBA,ACMA
Senior Assistant (Accounts) Hindustan
Aeronautics Limited O/o A G M (F) B C, M D (B C)
Unit Bangalore Complex, Vimanapura Post Post
Bag No.1785
BANGALORE 560017

M/36306
Mr Satyam Awasthi, BCOM,ACMA

570/936, Gopalpuri V. I. P. Road, Alambagh
LUCKNOW 226005

M/36307

Mr Pramod Kumar Behera, BCOM
HONS,ACA,ACMA
Manager - Finance & Accounts Rak Investment
Authority Rak Investment Authority, 6th Floor,
Accounts Dept. Al Jazeera,
RAS AL KHAIMAH 31291

M/36308

Mr Rakesh Kumar Sharma, MCOM,ACMA
Cost Accountant Mayur Unikuoters Ltd Vill -
Jaitpura Dist - Sikar Road
JAIPUR 303704

M/36309

Ms Priyanka S Nair, BCOM,ACMA
No.5, Shastha Nagar I I Street,
Valasarawakkam
CHENNAI 600087

M/36310

Mrs Vrushali Dhanyakumar Surve,
MCOM,ACMA
Row House No. 4, Satramba ChS Plot No. 32,
Sector 15, Koparkhairane Near Gulab SONS
Dairy Navi Mumbai
NAVI MUMBAI 400709

M/36311

Mr Dhara Prasad, BFIA,ACMA
Accounts Officer Bharat Electronics Limited
Nandambakkam
CHENNAI 600089

M/36312

Mr Santhosh Kumar M, BCOM,ACMA
Senior Audit Manager Ajeesh & Associates Cost
Accountants Kizhakkekara Building No. 32 /
1093 Ganganagar Road South Kalamassery
COCHIN 682033

M/36313

Mr Jignesh Balubhai Parekh, MCOM,M
PHIL,ACMA
Asstt. Professor K B S Commerce College
Chanod Colony Naka Silvassa Road
VAPI 396195

M/36314

Mr Amit Poddar, BCOM,ACMA
C/o. Devdas Mukherjee 68, Purnamitra Place
Tollygunge
KOLKATA 700033

M/36315

Mr Niraj Kumar Singh, BCOM,ACMA
S/o. Sri Madan Mohan Singh Vill & Post -
Barnaon Dist. Bhojpur
ARA 802203

M/36316

Mr Dipankar Shaw, MCOM,ACMA
8, Banerjee Para Road Parnashree Behala
KOLKATA 700060

M/36317

Mr Gaurav Agarwal, BCOM HONS,ACMA
A J - 245, Sector - 2 Salt Lake City
KOLKATA 700091

M/36318

Mr Sachin Mishra, MCOM,ACMA

Sr. Officer (Internal Audit) Venky's (India) Ltd S.
C. O. - 453 - 454 Sector - 35 C
CHANDIGARH 160022

M/36319

Ms Moumita Ghatak, BCOM HONS,ACMA
Jealgora No. 7 Behind Rajwar Mansion
DHANBAD 828110

M/36320

Mr Shuvajit Dasgupta, BCOM HONS,ACMA
Kalyan Pally P. O. Garulia, P. S. Noapara Dist.
24 Pgs (North)
KOLKATA 743133

M/36321

Mr Suman Dutta, BCOM HONS,ACMA
125 A/2, Bagmari Road Kankurgachi
KOLKATA 700054

M/36322

Mr Inderjit Singh, BCOM,MBA,ACMA
#1917/43 St No-8 Satguru Nagar Daba Lohara
Road
LUDHIANA 141016

M/36323

Mr Ashis Kumar Das, BCOM,ACMA
Jr. Manager The Durgapur Projects Ltd
Accounts Department New Administrative
Building Dist. Burdwan
DURGAPUR 713201

M/36324

Mr Vivek Agrawal, BCOM,ACMA
I I I - H - 33 C, Rakesh Marg Nehru Nagar
GHAZIABAD 201001

M/36325

Ms Priyanka Das, MCOM,ACMA
50 / 4, Sastri Nagendra Nath Ganguly Road
HOWRAH 711104

M/36326

Mr Arjun Narayan Kamath, MCOM,ACMA
Sun View A - 1, Flat No.14 Sukhwani Park
Near Vastu Udyog Pimpri
PUNE 411018

M/36327

Mrs Sumita B Ganguly, MCOM,ACMA
Assistant Manager P W C South City Pinnacle,
13th Floor Plot No. X1 - 1, Block - E P Salt Lake
KOLKATA 700091

M/36328

Mr Vishal Verma, MCOM,ACMA
L 51 / B, Unit No. 16 New Settlement Dist -
Paschim Medinipur
KHARAGPUR 721301

M/36329

Ms Bornita Ghosh, BCOM HONS,ACMA
Dinesh Apartment, Flat No. C1, Ground Floor
16 A, Narasingha Avenue Nager Bazar, Dum
Dum
KOLKATA 700074

M/36330

Mr Naveen Kumar Bonala, BSC,MBA,ACMA
S/o. Satyanarayana D. No.12-4-41/2 Old
Bank Street
KANDUKUR 523105

M/36331

Ms Saloni Chawla, BCOM,ACMA
D. G. M. - Treasury & Projects Federal Mogul
Goetze (I) Ltd Paras Twin Towers, 10th Floor
Sector - 54
GURGAON 122002

M/36332

Mr Nikhil , BCOM,MBA,ACMA
Sr. Executive - Accounts Avon Beauty Products
India Pvt Ltd 401, 4th Floor, Paras Trade
Center Sector-2, Gwal Phari Gurgaon-faridabad
Expressway
GURGAON 122003

M/36333

Mr Manish Kumar Nahar, MCOM,ACMA
C/o. Nahar Plastics Industries C 1- B / 216
Nr G. Dauabhai Transport & G E B Office G. I.
D. C.
ANKLESHWAR 393002

M/36334

Mr Nabendu Bhattacharya, MCOM,ACMA
Senior Process Analyst (Inventory) Accenture
Services Pvt Ltd 4/1, Bannerghata Main Road I
B C Knowledge Park
BANGALORE 560029

M/36335

Ms Shamama Hussain, MCOM,ACMA
2, B, Dr. Biresh Guha Street 4th Floor, Near 4
No. Bridge
KOLKATA 700017

M/36336

Mr Ravi Kumar Epuru, BCOM,ACA,ACMA
11-653/14, 304 A Pinnamaneni Residency Goli
Krishnaiah Street Ramavarappadu
VIJAYAWADA 521008

M/36337

Mr Kabeer Naidu Kode, MCOM,ACA,ACMA
Manager Finance Rane Brake Lining Limited
Plot No:30, Ambattur Industrial Estate
CHENNAI 600058

M/36338

Mr Sai Kiran Talakayala, BCOM,ACMA
Tax Specialist E I Du Pont Service Central India
Pvt. Ltd Block - 3, 6th Floor D L F Cyber City,
Plot - 129 - 132 A P H B Colony Gachibowli
HYDERABAD 500019

M/36339

Mr Ritesh Mishra, BCOM HONS,ACMA
Accountant R N Das & Associates Swapnamajil
204 / L, Raja Rammohan Roy Road Udayachal
KOLKATA 700008

M/36340

Mr Abhijit Guha, BSC,ACMA
B B - 239, Sector - I Salt Lake City
KOLKATA 700064

M/36341

Mr Bikramjit Chatterjee, BCOM HONS,ACMA
53 B, Townsend Road Bhowanipur
KOLKATA 700025

M/36342

Mr Mahesh Venkat A, BCOM,MBA,ACMA
Assistant Manager Indian Oil Corporation Ltd N
H 13, Spinning Mill Road
BIJAPUR 586104

MEMBERSHIP LIST

- M/36343
Mr B Sivakumar, BCOM,ACA,ACMA
38, Victoria Gardens 20, Jawaharlal Nehru
Salai Opp Cmbt Koyambedu
CHENNAI 600107
- M/36344
Mr Ravindar Singh Bisht, MCOM,MBA,ACMA
Block-A, Gali No. 5 House No. 37 West
Karawal Nagar Pusta Road, Near Som Bazar
DELHI 110094
- M/36345
Mr Sunil Gupta, MCOM,ACMA
A -4/66 Sector - 4, Rohini
NEW DELHI 110085
- M/36346
Mr Amol Dayananad Dane, BCOM,ACMA
Costing Officer Aurangabad Electricals Ltd Plot
No. 144 Avishkhar Colony, N-6 Cidco
AURANGABAD 431005
- M/36347
Mr Rahul Sahebrao Kale, BCOM,ACMA
Dy Manager Walchandnagar Industries Ltd. A3
:Siporx, Main Colony Walchandnagar, Indapur
WALCHAND NAGAR 413114
- M/36348
Mrs Vidyalakshmi Ananthanarayanan,
BCOM,ACMA
Assistant Vice President RBS Business
Services Private Limited No. 7D, Sri
Kanakavalli Flats Andavar Nagar, Fifth Street,
Kodambakkam
CHENNAI 600024
- M/36349
Mr Jitesh Shaw, BCOM,ACMA
A/19, Katjunagar Flat - C, 3rd Floor Jadavpur
KOLKATA 700032
- M/36350
Mr Dhaval Narendra Jog, BCOM,ACMA
Asst. Manager - Purchase I T C Ltd., - Hotels
Division Kolkata Project - II 1 J B S., Haldane
Avenue Opp : Science City E M Bypass
KOLKATA 700046
- M/36351
Mr Sai Kumar Gajula, BCOM,ACMA
Post - Peravali Mandalam - Vemuru Dist -
Guntur
TENALI 522261
- M/36352
Mr Sourabh Pasricha, BCOM,ACA,ACMA
Chartered Accountant Sourabh Pasricha &
Associates House No.863 New Avas Vikas
Colony Near Jain Degree College
SAHARANPUR 247001
- M/36353
Mr Prashant Kumar Mishra, BCOM,ACMA
Finance Executive Gr. - II M/s. I T I Ltd
Mirzapur Road Naini
- ALLAHABAD 211010
- M/36354
Mr P S R V S S Visweswara Rao,
BSC,MBA,ACMA
Sub - Divisional Engineer B S N L O F C
Station Tax Building, 1st Floor M. G. Road,
Labbipet
VIJAYAWADA 520010
- M/36355
Mr Parthasarathi Chanda, BCOM,FCA,ACMA
Partner Nandy, Halder And Ganguli 18, N. S.
Road
KOLKATA 700001
- M/36356
Ms B Satyalatha, MCOM,ACMA
Ramaneeyam Apartments (N) 4-1-81/7,
Street No.3 Bhavani Nagar Nacharam
HYDERABAD 500076
- M/36357
Mr Sanjeev Gambhir, BCOM HONS,ACMA
C-404, Building - 101 Eagle Housing Society
Tilaknagar, Chembur
MUMBAI 400089
- M/36358
Mr Biswajit Ghosh, BCOM HONS,ACMA
17/a, Deb Kamini Debi Lane Dakshineswar
KOLKATA 700076
- M/36359
Mr Soumalya Das, BCOM HONS,ACMA
143/ C, Brojen Mukherjee Road Near Shanti
Kutir Club Behela
KOLKATA 700034
- M/36360
Mr Roshan Kr Nonia, BCOM,ACMA
At - Khas Kajora Colliery Post - Kajora Gram
Dist - Burdwan
ASANSOL 713338
- M/36361
Mr Jasraj Bherulal Kuleriya, BCOM,ACMA
C/o. Bheraram Sharma Aamchi Colony,
Bunglow No.28 Behind Om Hospital N D A
Road, Bavdhan
MUMBAI 411021
- M/36362
Mr Prathamesh Damle, BCOM,ACMA
1216, Sadashiv Peth, Fl. No.28 Dhanashree
Vihar Co-op. Hsg. Society Near Perugate
Bhave School
PUNE 411030
- M/36363
Ms Shivani Inder, BFIA,MBA,MFC,ACMA
Assistant Professor Chitkara University
Chandigarh - Patiala National Highway (N H
64)
RAJPURA 140401
- M/36364
Ms Payal Manchanda, BCOM,ACMA
- 742/10, Bhim Nagar
GURGAON 122001
- M/36365
Mr Siva Krishna Bathini, MCOM,ACMA
Ananthasagaram (Kollagunta) Kandukur
(Mandal) Prakasam (Dist)
ONGOLE 523105
- M/36366
Mr S V S R K B Balaji Putta, BCOM,ACMA
S/o Subbarao D.no.6-213 Duvvurivari Street
Venturu
EAST GODAVARI 533255
- M/36367
Mr S Sridhar, BCOM,ACA,ACMA
G 12, Hiranya Flats 68, Greenways Road
Extension Raja Annamalaipuram
CHENNAI 600028
- M/36368
Mrs Poonam Saini, BCOM,ACMA
669/6, New Mahavir Colony, Behind Vinayak
Garden Near Tara Chand Ki Chakki
SONEPAT 131001
- M/36369
Mr Gyandeep Kumar Prasad, BCOM
HONS,ACMA
Assistant Manager (F. & A.) W.B.S.E.D.C.L.
O/o. The Divisional Manager Haldia Division,
Manjushree Market Complex Durgachak,
Purba Medinipur
HALDIA 721602
- M/36370
Mr Prakash Singh, BSC,MBA,ACMA
Manager (Costing & M I S) Jindal Aluminium
Ltd. Jindal Nagar Tumkur Road
BANGALORE 560073

Notification

It is hereby notified vide Notification Nos. 18-CWR (4459 - 4490)/2014 dated 19th February 2014, 18-CWR (4491 - 4510)/2014 dated 6th March 2014 and 18-CWR (4511 - 4577)/2014 dated 24th March 2014 in pursuance of Regulation 18 of the Cost and Works Accountants Regulations, 1959 that in exercise of the powers conferred by Regulation 17 of the said Regulations, the Council of the Institute of Cost Accountants of India has restored to the Register of Members, the names of members, details of which are uploaded on the Institute's website www.icmai.in



Challenging Assignments For Cost Accountants

ITC is a US\$7 billion enterprise with a market capitalisation of about US\$ 40 billion. ITC's Corporate Strategy is based on multiple drivers of growth encompassing FMCG, Paperboards & Packaging, Agri business, Hotels and Information Technology. ITC's superior brand building capabilities have anchored the indigenous development of world-class brands – 'Aashirvaad', 'Sunfeast', 'Kitchens of India', 'Mint-o', 'Candyman', 'Bingo!', 'Essenza Di Wills', 'Fiama Di Wills', 'Vivel', 'Superia', 'Classmate', 'Paperkraft', 'Colour Crew', 'Mangaldeep', 'AIM', 'Wills Lifestyle', 'John Players' - which delight over 100 million households today. At ITC we take immense pride in our ability to build winning businesses, build business leaders, and create value for India.

ITC's never-ending pursuit of value creation is driven by exceptional individuals, with the zeal, appetite for challenge, energy and passion to build the future...one with no boundaries, no speed breakers, no limits!

We are looking for talented Cost Accountants, with experience in a manufacturing environment and preferably with a good working knowledge of SAP. Qualifying candidates will have the opportunity to learn, grow as valued finance professionals and contribute to ITC's scorching pace of growth.

Job Role

After a business induction, the selected candidates will take up operational responsibilities in any of our operating Units across various businesses, in areas which could include Financial Accounting and Reporting, Costing, Budgetary Analysis and Management Reporting, Administration of Excise, Service Tax, VAT/Sales Tax Returns and Assessments as well as associated documentation related to Production /Sales, Payroll Administration, Industrial/ Commercial Procurement etc and other related commercial activities.

Independent responsibilities come with proven merit.

Candidate Profile

- Qualified Cost Accountants with excellent academic record.
- With 5 to 7 years of post qualification experience in an operational role in a manufacturing unit of a reputed organization preferably with good working knowledge of SAP.
- Not older than 32 years.
- Should have a strong conceptual base in Finance and Accounting.

The ideal candidate should be a good team player with effective inter-personal skills and a record of academic excellence combined with broad-based interests.

Location

Opportunities are available at locations across India. Jobs in ITC require candidates to be mobile and willing to work at any of its business locations.

Compensation

ITC's remuneration/business facilities package is designed to attract the best talent.

Interested Candidates should post their application before 15th May 2014 with details of education, work experience and remuneration online at http://www.itcportal.com/sets/careerwith_frameset.html

For further information on ITC, candidates should refer to our web site www.itcportal.com

indianacts.taxmann.com

Indian Acts

www.taxmann.com

Acts | Rules | Forms | Bills | Acts of Parliament

[HOME](#) | [ACTS](#) | [RULES](#) | [FORMS](#) | [BILLS](#) | [ACTS OF PARLIAMENT](#) | [REPEALED ACTS](#)

Always updated Acts & Rules on Tax & Corporate Laws

ALWAYS UPDATED ACTS WITH REAL TIME UPDATION

- Covering nearly 160* Acts pertaining to Tax & Corporate Laws
- **Real time updation on hourly basis to give you always updated Acts**

ALWAYS UPDATED RULES & FORMS

- Covering nearly 370* Rules & 1500* Forms
- **Real time updation to give you always updated Acts on hourly basis**

ALSO COVERING

- Acts of Parliament
- Repealed Acts
- Repealed Rules

LAWS COVERED

- Tax Laws
- Corporate Laws
- Indirect Tax Laws
- Banking Laws
- Insurance Laws
- Foreign Exchange Laws
- Labour Laws
- Commercial Laws

*Approx.

TAXMANN'S

Acts App

**WITH
FREE****Indian
Acts
& Rules****App Available in
Smart Phones
& Tablets****Download from
Apple App Store or Google Play****[ANNUAL SUBSCRIPTION : ₹ 975**]**

**Inclusive of all taxes

TO PURCHASE

Call your Bookseller or

Delhi : 011-45562222
 Mumbai : 022-25934806/07/09
 9322247686
 9324444746
 Ahmedabad : 079-26589600/02/03
 9714105770-71

Bangalore : 9986950066
 Bhopal : 9993644620
 Bhubaneswar : 9937071353
 Chennai : 8939009948
 Hyderabad : 9391041461
 Indore : 9303241477

Jamshedpur : 9304814022
 Lucknow : 9792423987
 Nagpur : 9372452573
 Patna : 9135709633
 Pune : 9029504582

Pay Online : www.taxmann.com/bookstore
 Post : **TAXMANN**
 59/32, New Rohtak Road,
 New Delhi - 110 005 (India)
 Email : sales@taxmann.com