

Dear Sir,

Since couple of months lot of changes have been taking place in our Journal 'The Management Accountant' with respect to colour printing, quality improvement etc. The journal has passed a long Journey since started under the editorship of Late Shri T. S. Grewal an Eminent Accounting Academician of South Asia. I myself started reading this from 1991 and since then, I missed very few editions. Today I am trying to recap from my memory to summarize as a member/reader certain points which were long overdue. I think this will be helpful in increasing the image of the Institute, members and its Journal.

1. Economic Outlook on particular Industry/Service and a general note on overall economic outlook of the country should always be a part of every month's edition. Arrangement should be made with Yojana/CMIE/Any Financial Newspaper or thru in-house working group of the Institute for this purpose.

2. Prior to publication of industry specific Journal we should have at least arrangement with respective division of CII /FICCI and Ministry related to that Industry. This will help us in giving recognition, intellectual support and patronage for any future projects of the respective industry. The PRO of the Institute should try to get at least some review or comments of respective bodies of Chambers of Commerce/Ministry etc in industry specific editions.

3. An interview with CEO /VP of a Market Leader or a dominant player . Say, an interview of some Executives from Wal-mart may be taken by in house team.

4. Challenges, Scope, Opportunities for CMAs in that particular Industry and article on industry specific subject can be invited.

5. Article on new developments in Information Technology should be a regular feature. Also, articles on Health/Yoga/Ergonomics/Soft Skills/IT tools like Access/Excel/Outlook /ERP/ smart applications and commands should come regularly on periodic basis.

6. The review on new releases of books on Management, Economics, Business, Finance should be a regular feature.

7. Online Edition to be changed from PDF to Book

Reader - nowadays most of our members use Tablets, E-Readers etc . Better to change the PDF version of online edition in to an E- Book form.

8. Size of Management accountant should be reduced to make it same as any International Management Accounting Magazine and repetitive information i.e. chapter information /address/ activities etc to be taken care in online edition and may be published on periodic basis only in paper edition. Photographs on back/front pages to be published periodically. Fonts to be changed to get sleekness so that publication becomes more attractive.

Have a nice cost effective day!

With Best regards,

**Davinder Bhatia**  
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**Our reply :** Thanks for your valuable inputs. We will revert to you on the same.

Dear Sir,

The article in March 2012 issue on the case study section titled "Hindustan Unilever's Cost Aggression" by Ms Kaberi Bhattacharya is one of the best articles of the March 2012 issue. It is informative and analytically excellent.

It exhibits what parameters should be considered for preparing the base for good SDSS (Strategic Decision Support System) by the corporate houses.

Thanks for enriching our journal with such an excellent article

Regards

**Prashant Dahivalkar ACMA**





M/28526

■ Letters may be edited for brevity

**Handbook**  
**on**  
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**&**  
**Companies (Cost Audit Report) Rules, 2011**

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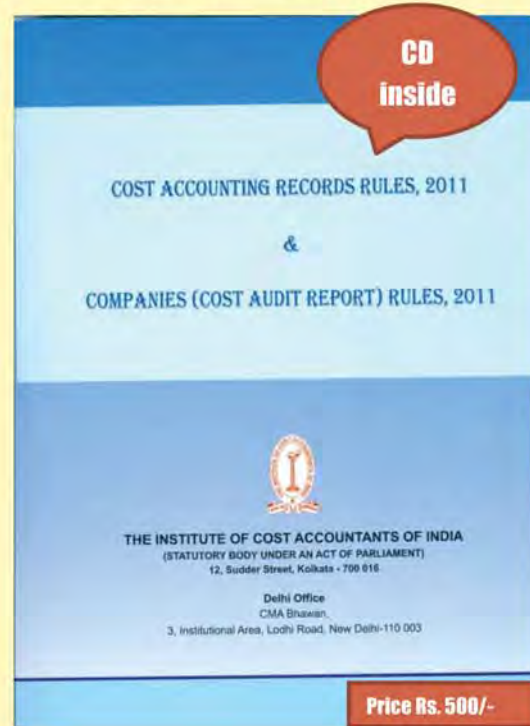
*Publication Contents :*

-  *Background*
-  *Presentation*
-  *Frequently Asked Questions*
-  *Recent Notifications /Circulars /Orders by Ministry of Corporate Affairs*

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**THE INSTITUTE OF COST ACCOUNTANTS OF INDIA**  
(statutory body under an Act of Parliament)

**MANAGEMENT DEVELOPMENT PROGRAMMES 2012-13**

DURATION	TOPIC	VENUE	FEE (RS.) NON – RESIDENTIAL	FEE (RS.) RESIDENTIAL SINGLE ROOM BASIS
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**APRIL, 2012**

19-20	Workshop on Presentation and Disclosures of Financial Statements – As per the Revised Schedule VI to the Companies Act, 1956	New Delhi	10000*	
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**MAY, 2012**

17-18	Workshop on Presentation and Disclosures of Financial Statements-As per the Revised Schedule VI to the Companies Act, 1956	New Delhi	10000*	
23-26	Contracts and their Management	Gangtok, Sikkim	-	35000*
23-26	Recent Trends in Corporate Reporting including IFRS and Revised Schedule VI – by Dr. T.P. Ghosh	Gangtok, Sikkim		35000*
30-31	Updates on Direct and Indirect Taxation	Delhi	10000*	

**JUNE, 2012**

11-12	Updates on Direct and Indirect Taxation	Chennai	8000*	
12-15	IFRS Updates & Converged Indian Accounting Standards by Dr. T. P. Ghosh	Srinagar	-	35000*
12-15	Finance for Junior Finance and Accounts Officers and Non Executives(F & A)	Srinagar	-	35000*
19-22	Risk Based Internal Audit and Corporate Governance	Ooty, T.N	-	35000*
19-22	Emerging Issues in Direct & Indirect Taxation	Ooty, T.N		35000*
27-1 <sup>st</sup> July	Certificate Course on IFRS and Converged Indian Accounting Standards	Bangalore	25000*	

**JULY, 2012**

11-13	Project - Appraisal, Financing and Management	Delhi	15000*	-
18-22	Certificate Course on IFRS and Converged Indian Accounting Standards	Kolkata	25000*	-
24-27	Issues in Corporate Taxation– Planning, Compliance and Management	Udaipur		35000*
24-27	Recent Trends in Corporate Reporting including IFRS and Revised Schedule VI	Udaipur	-	35000*
26-28	Workshop on Accounting for Financial Instruments	Delhi	15000*	-

**AUGUST, 2012**

06-09	Contracts and their Management	Portblair	-	38000*
06-09	Emerging Issues in Direct and Indirect Taxation	Portblair	-	38000*
22-26	Certificate Course on IFRS and Converged Indian Accounting Standards	Hyderabad	25000*	
28-31	Basic Financial Skills for Non Finance Executives and Engineers	Hyderabad		35000*
28-29	Performance reporting- A Way forward in Corporate Governance	Hyderabad	8000*	

**SEPTEMBER, 2012**

11-14	Risk Based Internal Audit and corporate Governance	Pondicherry	-	35000*
11-14	Issues in Direct Taxation- Advance Tax, TDS and Tax Planning	Pondicherry		35000*
26-30	Certificate Course on IFRS and Converged Indian Accounting Standards	New Delhi	25000*	



### OCTOBER, 2012

09-12	Recent Trends in Corporate Reporting and corporate Finance including IFRS	Vayalar, (Backwater) Kerala	-	38000*
15-18	Emerging Issues in Management of Taxation	Goa	-	35000*
15-18	Activity Based Costing and Management	Goa	-	35000*

### NOVEMBER, 2012

20-23	Basic Financial Skills for Non Finance Executives and Engineers	Mysore		35000*
29 Nov. – Dec.8	International Programme on 'Strategic Financial Management'	Singapore, Kuala Lumpur & Bangkok	-	250000*

### DECEMBER, 2012

11-14	Recent Trends in Financial Management	Amritsar		35000*
18-21	Contracts and their Management	Shirdi	-	35000*
18-21	Emerging Issues in Direct and Indirect Taxation	Shirdi	-	35000*
26-30	Certificate Course on IFRS and Converged Indian Accounting Standards	Mumbai	25000*	-

### JANUARY, 2013

02-04	Costing for Engineers	Chennai	15000*	40000*
08-12	Recent Trends in Corporate Reporting including IFRS and Revised Schedule VI	Hyderabad	-	35000*
08-12	Advance Tax, TDS and Tax Planning	Hyderabad	-	35000*

### FEBRUARY, 2013

19-22	Risk Based Internal Audit for Effective Management Control	Puri	-	35000*
19-22	Emerging Issues in Management of Taxation	Puri	-	35000*

Note :- \*Plus 12.36% Service Tax.

For Non-Residential Programmes - Fee includes course fee, course material, lunch, tea/coffee etc.

For Residential Programmes - Fee includes course fee, course material, accommodation on Single Room basis, all meals and visits. The charges for accompanying spouse would be Rs. 1000/- (Rupees one thousand only) towards accommodation, all meals and visits for all the three days excluding International programmes.

CEP Credit Hours - (For 1 Day Prog. - 4 Hours) (For 2 Days Prpg. - 6 Hours) (For 3 Days & more Prog.-10 Hours)

For Kind Information:

For outstation programmes the participants are requested to get the confirmation from the Institute before proceeding to the venue. If any participant reaches the venue for the postponed/cancelled programmes without getting the confirmation from the Institute, the Institute will not be held responsible for the same. The cancellation/postponement of the programmes, if any, will be intimated to only those organizations whose nominations have been received by the Institute on time.

For residential programmes normally the first day check-in is at 12.00 noon and last day check-out is at 12.00noon

The Payment of the Fee is to be made by Cheque/DD in favour of 'The Institute of Cost Accountants of India' payable at New Delhi.

Details for ECS Payment: State Bank of India (60321), Andhra Association Building, 24-25 Institutional Area, Lodhi Road, New Delhi- 110003  
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## LIST OF EXCLUSIVE TAILOR-MADE IN-HOUSE PROGRAMMES OFFERED BY THE INSTITUTE

- Converged Indian Accounting Standards
- Activity Based Costing and Management
- Advance Tax, TDS and Tax Planning
- Capital Budgeting and Investment Decisions
- Corporate Tax - Planning, Compliance and Management
- Cost Accounting Records Rules and Cost Audit Report Rules (CARR & CAR)
- Contract 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)
- 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



## LIST OF ORGANIZATIONS BENEFITED FROM ICAI EXCLUSIVE IN-HOUSE PROGRAMMES

- Airports Authority of India
- Bhakra Beas Management Board
- 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 Personnel 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 Fertiliser Cooperative Ltd.
- Indian Oil Corporation Limited
- Indian Railway Catering and Tourism Corp. Ltd. (IRCTC)
- Indian Railways
- Indian Renewable Energy Development Agency Ltd.
- IRCON International Ltd.
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- National Academy of Customs, Excise and Narcotics
- National Academy of Defence Accounts
- National Aluminium Co. Ltd.
- National Highways Authority of India Ltd.
- National Seeds Corporation Ltd.
- Nepal Electricity Authority, Kathmandu, Nepal
- Nepal Telecom Co., Kathmandu, Nepal
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- Rural Electrification Corp. Ltd.
- SJVN Limited
- Tata Power Co. Ltd.
- THDC India Ltd.
- West Bengal State Electricity Distribution Co. Ltd.

## ABOUT THE INSTITUTE

The Institute of Cost Accountants of India was established by the Government of India as an autonomous professional Institute in 1959 to provide training, Education and research facilities in Cost and Management Accounting. The Institute is a member of the International Federation of Accountants (IFAC), the Confederation of Asian & Pacific Accountants (CAPA) and the South Asian Federation of Accountants (SAFA).

## THE OBJECTIVES

- To promote the knowledge of Cost and Management Accountancy, to provide educational facilities for training of young men and women for building careers in management accounting.
- To improve the decision making skills and administrative competence relevant to management accounting and corporate management in general.
- To create knowledge through research both applied and conceptual relevant to management accounting and its undenyng disciplines so as to disseminate such knowledge through publications.

## FOR FURTHER DETAILS AND REGISTRATION PLEASE CONTACT:

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