

Take Away

from

58th NATIONAL COST CONVENTION 2018

**NEW INDIA 2022:
Role of CMAs from Intent to Action**

16th - 17th March, 2018
Vigyan Bhawan, New Delhi



THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

Statutory Body under an Act of Parliament



Behind every successful business decision, there is always a CMA



CMA SANJAY GUPTA

President, The Institute of Cost Accountants of India

Welcoming the dignitaries, guests and participants CMA Sanjay Gupta said that the Institute is celebrating the platinum jubilee of its existence this year. As the Institute is entering into the 75th year dedicated to the socio-economic development of the country in a grand way, we must acknowledge that the CMAs are considered to be the power house of the Indian economy as they are cost competitive, cost effective and utilising the scarce resources of the country in efficient manner. He further added that CMAs are the Torch bearer for fixing the minimum support price for the agriculture sector in the Country.

CMA Sanjay Gupta informed the assembly that the Institute has always supported the good initiatives of the Government wholeheartedly by creating awareness thru conducting programs/ seminars/ workshops, taking up studies, supporting all the relevant ministries. Our members have been serving the Country as the Heads of prominent PSUs and Private Sector Organisations. He requested the Government for recognition of the members of the Institute as Accountant in the IncomeTax Act and also for the change of Institute's name to Institute of Cost and Management Accountants of India.

Elaborating the role of the members of Institute CMA Sanjay Gupta added that the members have been contributing significantly in the recent reforms initiatives of the Government such as Insolvency and Bankruptcy Code, GST, Direct Taxes Regime etc and also reassured the commitment of the Institute and CMA fraternity towards the success of prominent initiatives of the Government like Make in India, Start Up India, Stand Up India, Skill India, Digital India, Ease of Doing Business etc. He informed that last year the Institute worked closely with the Ministry of Corporate Affairs on the Ease of Doing Business project and contributed significantly towards improving the EODB ranking of the Country from 132 to 100.

He announced that to realise the Dream of our Hon'ble Prime Minister, the Institute will be signing MoU later in the day with the National Skill Development Council of the Country to provide employment to 2 Lakh students all over the Country. Not only in India but the Institute is planning to send its students to serve in GCC Countries and African Countries. He further informed that the Institute will be signing an MoU with the African Countries for exporting the expert services of CMA in the development of these Countries. To celebrate and recognise the success of CMAs globally, the Institute has set up the Global Ambassador Award from this year.

He conveyed his sincere gratitude to the Railways Ministry for entrusting the Institute with the responsibility of studying the Performance Budgeting of entire Railways. CMA Sanjay Gupta said that after the completion of this biggest reform project of the Country, Indian Railways will be able to scientifically apply the principles of apportionment and allocation of resources to enhance its performance.

Day - I

Inaugural Session

Behind every successful business decision, there is always a **CMA**

SHRI M VENKAIAH NAIDU

Hon'ble Vice President of India

“Cost Accountants should be in the forefront in the fight against fraud and corruption.”

Inaugurating the 58th NCC 2018 of the Institute, Shri M Venkaiah Naidu, Hon'ble Vice President of India said that I am happy that the Institute has taken cognizance of the fact that its professionals need to partner in this pioneering nation-building activity by sensitizing and mobilizing the people to work towards realizing the “Vision - New India 2022.”

Shri Venkaiah Naidu urged Cost Accountants to be in the forefront in the fight against fraud and corruption. He said that what happened with Punjab National Bank and other banks is an eye opener to all of us. There has been some systemic failure, may be because of some individuals, at the same time, it brought a bad name to us, to the system. The Vice-President also emphasised the need for greater transparency, enhanced accountability and ethical corporate governance by adding that I know we are living in an LPG era (Liberalisation, Privatisation, Globalisation). If it is not used properly, it may explode.

He said that Cost Accountants have the onerous responsibility to examine proposals and assess the costs and assist the decision-makers to take informed decisions. Their professional expertise must constantly be enhanced by learning from the best practices within and outside India. He noted that they could help in bringing in greater transparency, ethical corporate behaviour and enhanced accountability into our corporate governance system.

He also called upon CMA professionals to expedite FDI by effective valuation of assets, liabilities, stocks, properties to facilitate investors to make the right financial decisions and fulfil regulatory obligations. He said that Introduction of Goods and Services Tax and the inclusion of anti-profiteering clause in the Act, made it mandatory to pass on the benefit of tax reduction or input tax credit to the final customer. India was currently reviewing and simplifying laws and procedures and the ease of doing business index had become a popular tool for governments to show that they offered a favourable investment climate for private businesses.

The Vice President suggested six possible drivers of income for farmers' growth, as sincere implementation of such measures would double farmers' income by 2022. These were diversification of farm activities towards high-value crops and enterprises; improving irrigation facilities to double productivity; better price realisation for farmers through competitive markets, value chains and improved linkage between field and fork among others. He hoped that CMA professionals would discuss the issues confronting agriculture sector and articulate a proper roadmap with timelines to achieve the goal of doubling farmers' income by 2022.

Appreciating the role of the Institute he stated that I appreciate the role played by the Institute of Cost Accountants of India in the industrial and economic growth of the country. I am aware that the Institute has been at the forefront in remodelling business models for more effective and robust functioning of the Indian economy. The CMAs contribution to the Indian economy is immense as they are trained to be cost competitive, utilize available resources in an efficient and cost-effective manner leading to cost control and cost reduction.



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Day - I

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SHRI SURESH PRABHU

Hon'ble Union Minister for Commerce and Industry

Delivering special address during the 58th NCC 2018, Shri Suresh Prabhu said that CMAs have a key role to play in the era of competition. If the CMA professionals want to grab a part of limited global trade, their business model should be cost driven and cost effective. He further added that China succeeded because of cost competitiveness. Hence CMAs have to ensure that business models are driven by cost consciousness. Shri Suresh Prabhu said that in the ever changing economic scenario CMAs should move beyond Cost Audit and be innovative in their services. Along with Cost Accounting services, if they are able to give effective management services then only they will be succeeded as Cost and Management Accountant. Hon'ble Minister said that service sector is going to be the next big thing in the economic scenario so CMAs have to provide quality services at par with global benchmark. He urged the Institute to explore the possibility of bringing out Quality Service Standards. Shri Suresh Prabhu informed that his ministry has earmarked to develop 12 services across the globe for which cabinet approval has also being given.

Shri Prabhu concluded by saying that the Institute should look at contributing effectively to the upcoming new Industrial policy, start-up policy, design policy and global services policy being developed by his Ministry.

Day - I

Special Address

Behind every successful business decision, there is always a **CMA**



SHRI PIYUSH GOYAL

Hon'ble Union Minister for Railways and Coal



Costing can be the driver of change, honesty and integrity and CMAs can be the ambassadors of New India 2022.”

Shri Piyush Goyal, Hon'ble Union Minister for Railways and Coal in his special address during the 58th NCC 2018 said that cost accountants and costing have a big role to play to make the country cost competitive in doing business and bring out the best competitive advantages of working in India. He appreciated the role of the Institute and the CMA fraternity in successful implementation of GST in India.

Linking 'Swachhata' to eradication of corruption he said that CMAs have a revolutionary role to play as far as checking corruption in the country was concerned. He added that there is a cost of corruption that the country has to pay and urged the Institute and CMAs fraternity to work out the costing of it. Giving examples from his own experience the Hon'ble minister said that Costing can be the driver of change, honesty and integrity and at the same time CMAs can be the ambassadors of New India 2022.

Appreciating the role of Institute in the Railways Economic Reforms, Hon'ble Minister said that I am delighted with the engagement of the Institute and all CMAs have with the Indian Railways, I do hope that we can continue and expand this engagement. I want you to come up with your ideas which can help us make far more lean and mean machine to serve the people.

Posing his confidence on the three professional Institutes, Hon'ble Minister said that if the three professional Institutes work together in tandem, towards honest India, towards develop India, we can truly achieve the India of 2022 as a New India.



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Day - II

Special Address

Behind every successful business decision, there is always a **CMA**

SHRI P. P. CHAUDHARY

Hon'ble Union Minister of State for Law & Justice and Corporate Affairs



Role of Cost Accountants is pivotal for achieving Vision New India 2022."

Speaking on the occasion of inauguration of 58th NCC 2018, the Guest of the Honor, Shri PP Chaudhary, Hon'ble Minister of State for Law & Justice and Corporate Affairs said that Vision New India 2022 is not a Government policy or program but it is a mission which can transform our Country, Economy and Society in the same way as Quit India Movement did in 1942. He emphasised that it is a mission not limited to the Government or its departments but for all citizens of the Country. He vigorously pointed out that Role of Cost Accountants is pivotal for achieving this mission.

Releasing the Institute's booklet on Cost Governance Hon'ble Minister said that Governance is not only scheme and scale but the time has come that we can say that Governance is Speed, Scale and Cost Management. Evolution of Cost Accountants has taken place from conventional accountants to contributing to the management and decision making. He further added that Cost Management is not a convention but it is a science and art bringing in cost competitiveness. Cost Accountants should effectively use the technology, artificial intelligence and process reengineering to scientifically inculcate the cost effectiveness and competitiveness so that the Country rely less on imports and make in India.

"Evolution of Cost Accountants has taken place from conventional accountants to contributing to the management and decision making."

Appreciating the role of the Institute and CMA Professionals he said that we have seen robust role of CMAs in successful implementation of GST in the Country and I appreciate them for this and also for creating awareness among the business community by organising countrywide programs and seminars on GST. Insolvency and Bankruptcy Code is a game changer law, wherein contribution of CMAs is very important and they are doing well by constituting Insolvency Professional Agency.

Hon'ble Minister added that since the Institute is celebrating 75 years of its existence, we expect CMAs to contribute more in the fields of doubling the income of farmers, Start Up India, Stand Up India, Entrepreneurship and Local Body Development. Not only this, but the role of CMAs must also be extended to performance appraisal of companies, cost audit, efficiency analysis and cost compliance.

Announcing on the occasion Hon'ble Minister said that the Institute highly deserves change of its name from ICAI to ICMAI.



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Day - I

Inaugural Session

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Global Brand Ambassador

The Institute honors the excellent achievements of its members. During 58th NCC the following eminent personalities were honoured for being a role model for the profession as Global Brand Ambassador, by achieving tremendous success in contributing significantly for the cause of Business, Society and the Nation.



CMA Mahendra Mehra
CFO, Jasmis Corporation WLL being honoured as
Global Brand Ambassador by the Hon'ble Vice-President
of India



CMA Partha Basu
Global Process & Operations Head- Finance, AkzoNobel NV
being honoured as Global Brand Ambassador, by the
Hon'ble Vice-President of India



CMA Saikat Kumar
CEO, Almasah Capital Management Ltd.
being honoured as Global Brand Ambassador
by the Hon'ble Vice-President of India

Day - I

Inaugural Session

Behind every successful business decision, there is always a CMA





CMA H. PADMANABHAN

Vice-President, The Institute of Cost Accountants of India

Proposing the vote of thanks CMA H Padmanabhan, Vice-President of the Institute said that the Institute and the entire CMA Fraternity is thankful to the Chief Guest, Guests of Honour, Dignitaries and Participants for their graceful presence in the 58th NCC 2018.

Day - I

Inaugural Session

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58th National Cost Convention 2018



SHRI AJAY DAS MEHROTRA, IRS
Chief Commissioner, Income Tax



“Professionals have a key role to play in the business reform process. They have to keep pace with the latest regulatory changes while discharging their important function as intermediaries and as compliance officers. They help entities to comply with regulation. While performing these actions, they have to abide by the highest standards code of conduct and ethical practices.”

“Another important area is feedback from the practicing Professionals. This is for the regulatory agencies to know the effectiveness of the regulatory frameworks to bring in necessary changes. Being at the cutting edge, professionals should ensure that the right feedback is given.”

“Coming specifically to **CMAs**, CMAs can specially assist in ease of doing business, providing assistance in skill development....., improving cost competitiveness by providing professional services in accordance with Insolvency and Bankruptcy Code, in improving tax literacy, in financial inclusion. In transparency and governance, they can play a crucial role as consultants and representatives in the GST regime. Expert professional knowledge of **CMAs** in the field of GST, in the field of IBC, in valuation and other related fields can be utilized in government initiatives for further improving its present ranking in ease of doing business.”



SHRI K. V. R. MURTHY
Joint Secretary, Ministry of Corporate Affairs

“We thought that there is a serious need to re-engineer the process. We did that by pulling out the incorporation process including the name application processing as well as incorporation application processing power from all the ROCs across the country and set up a centralized facility, which is a sanitized central facility, which is completely driven by **professionals like you** who are working there in a dedicated manner. The key USB of the Central Registration Centre, which we setup as a consequence of this GPR was that we wanted to process the applications as per the best practices anywhere in the world.”

“Our understanding is that carrying out reforms is a continuous process and once a reform has been carried out and the benefit of that percolates down to the ground level, wherein professionals like you are the key for feeling the change whether it is the Company Secretaries or the Chartered Accountants or the **Cost Accountants**. It is the professional like you who have to perceive the change and who have to convey this message that there is serious re-engineering that has happened and there is an effort to standardize, do-away with discretion, do-away with the physical interface, and to ensure that a stakeholders gets a response within a stipulated date.”

“A lot of you would be aware that the **Cost Accountant Institute** was closely associated with the Ministry in obtaining feedback from the stakeholders in the last one year. While the feedback Institute gave to us was very encouraging, we did get the sense that the actual reforms, which we have undertaken have indeed been percolated and accepted by people.”

“I am making this open offer from this forum to the Institute to come and work with the government.”

Spot - Light Session - I

Day - I

New India 2022: Ease of Doing Business

Behind every successful business decision, there is always a **CMA**

MS. SIMRIT KAUR

Principal, Sri Ram College of Commerce
University of Delhi



“Reforms by the time they percolate to ground level, major time lapses take place which ultimately have an adverse impact upon the growth of an economy in terms of generating inclusiveness including employability.”

MS. MONICA SINGHANIA

Professor, Faculty of Management Studies
(FMS)



“Possibly Yes, there is a need for across the Board 25% corporate tax rate in this country because at this point in time while we are targeting big ticket reforms in terms of digital India, skill India, make in India, there is a need to push, a push from the government side in terms of not only lowering the rate of tax but also providing incentives.”

CMA DR. GIRISH JAKHOTIYA

Senior Consultant



MR. HIMANSHU RATTAN

Director Infrastructure
Government and Healthcare (IGH) practice
at KPMG



“The commitment that has been demonstrated by the Ministry, I am sure it inspires all of us here.”

“Worldwide **Management Accountants** have been contributing a lot both operationally and innovatively when it comes to ease of doing business and ease of being in business.”

“A **Cost Accountant** can very well contribute in terms of economic analysis economic factor analysis where a fiscal policy, say let us refer back to GST, there was reference that was made to GST and Direct Taxation. Can a management accountant guide a firm a client in terms of long term tax planning - How do you combine GST regime with direct tax planning.”

“We have been talking about Enterprise Governance and Corporate Governance. A **Management Accountant** can very well combine these two things .. again go back to the government that if at all there is too much of a corporate governance at a cost of enterprise governance, there is no entrepreneurial freedom because conducting ease of doing business comes back to entrepreneurial freedom.”

“Our Hon' ble Prime Minister has been talking about conducting business in India, start-up India, employment generation etc.. A **Management Accountant** can refer back to enterprise economics and contribute a lot here.”

“We **Management Accountant** have to look at AI very seriously because it is AI that will ease out most of the business compliances.”

“Area for a **Management Accountant** is ..Let us not forget, our Indian economy has been supported built up by 60% of SMEs Small and Medium Size Enterprises. Now how do we help SMEs when it comes to conducting business comfortably.”

Day - I

Spot - Light Session - I

New India 2022: Ease of Doing Business

Behind every successful business decision, there is always a **CMA**

CMA RAMESH SUBRAMANYAM
CFO, TATA Power Co. Ltd



CMA PARTHA BASU
Global Process & Operations
Head-Finance, AkzoNobel NV (Amsterdam)

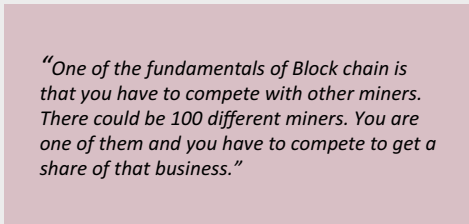


"As CMA, we can be anywhere, but the way I have seen CMAs, I think we will be very good in doing those business partnering roles because the course itself helps us to understand."

"Members of the Institute have actually taken different paths and today are in areas which are very unique and that's just give me lots of hope that we have talent generation mechanism already there and we have to continue that."



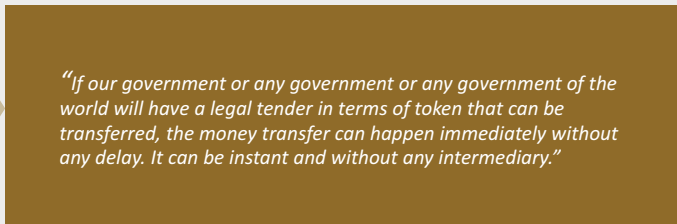
CMA ASHUTOSH SAITWAL
Founder & CEO, Mavenick Consulting



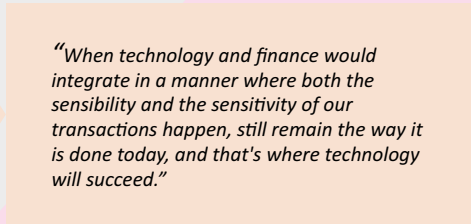
"One of the fundamentals of Block chain is that you have to compete with other miners. There could be 100 different miners. You are one of them and you have to compete to get a share of that business."



MR. ARUN KUMAR
Founder & CEO, Lynked. World, KoinWorx BV



"If our government or any government or any government of the world will have a legal tender in terms of token that can be transferred, the money transfer can happen immediately without any delay. It can be instant and without any intermediary."



"When technology and finance would integrate in a manner where both the sensibility and the sensitivity of our transactions happen, still remain the way it is done today, and that's where technology will succeed."

MR. DEBASISH BISWAS
Executive Chairman Glocal Confederation Ltd.

Session - II

Day - I

Future of Finance

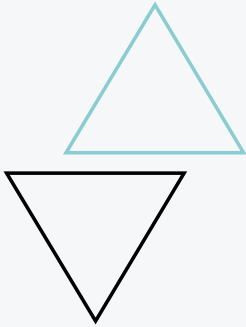
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**SHRI B. N. SHARMA, IAS**

Chairman, National Anti - Profitteering Authority

He shared initial thoughts on anti-profitteering. He shared 3 tier mechanism on anti-profitteering 1) prima facie investigation will be done by screening committee on state level 2) if screening committee forms an opinion that issue pertains to national level, may escalate the case to investigating arm "DG-safeguards" for investigation 3) if DG-safeguards finds the case as profiteering has been done, will escalate the case to the authority.

He mentioned that "Product level" is the ideal point for determination of profiteering. This "Product Level" point is finalized after the detailed discussion with industry associations and stakeholders. He mentioned that the anti-profitteering authority will not work as a new inspector and will focus only on its domain "anti- profiteering". He pointed out that price reduction is the way to pass the commensurate benefit to the consumer. He shared that simplified anti-profitteering form shall be issued in next week.



CMA UPENDER GUPTA, IRS
Commissioner (GST), CBEC, GoI



He updated the assembly on GST- work in progress. He shared his view on the frequent changes in GST are being done as very responsive approach adopted by revenue department on stakeholder suggestion. He assured that the GST will be completely settled down in next 3-4 months. He mentioned that GIC also take decision and subsequently take approval from the GST Council. He mentioned that government is continuously working on to rationalize the GST tax rates and slabs may be reduced to 2 or 3 tax slabs than existing 5-6 tax slabs

The GST council has also established a grievances redressal committee to resolve the IT glitches. He addressed that our priority is to ease out the compliance mechanism and further simplification of procedural part under GST laws. For which in- principle approval for amendments has already been taken from the GST council and drafting thereof is in work-in-progress, which shall be placed before the both house of parliament to amend the GST laws to carry out such amendments. Around 1.04 crores tax payers are registered under GST law till date. He also mentioned that implementation has been at the same level since no major effect took place after GST implementation. He assured that all the refund shall be issued very shortly to encourage the tax payers.

He also mentioned that rolling out of E-way from April -18 is first and foremost priorities. He also mentioned that departments is putting all its efforts on Data Analytics and carving out all the solutions with the help of data availability, data mining and data analysis. He mentioned that enough opportunities are available for CMAs to explore by way strategic planning in procurement, operations, working capital, logistics and supply chain by analysing existing practices align with GST laws.

At the end of session, the eminent speaker addressed the question posed by the assembly.

Day - I

Session - III

GST & Anti-Profitteering: Dynamic Situation for Businesses

Behind every successful business decision, there is always a **CMA**

CMA NARASIMHA MURTHY

Practicing Cost Accountant

At the outset, He explained the outcome of GST and emerging issues arising from GST. He also explained how cost structure & prices of different goods and services has been changed. He focused upon that commensurate benefit on the cost and price structure post implementation of GST is yet to be benefited to the ultimate consumer. Consumers think not enough benefits are flowing their way. The companies have not adequately gone through the impact study of GST implementation on prices and cost structure i.e. prices and cost structure Pre GST and Post GST.

He also highlighted the possible solutions by fixing product specific standards on ITC or any other approach based on global experiences. He suggested that role of CMAs is pivotal under GST. The CMAs may issue a certificate of cost benefit on GST for all businesses having turnover above threshold limit. The CMAs may also issue a quarterly/ half yearly certificate of ITC availed and accuracy of GSTR returns filled. The CMAs may also conduct special investigation studies for ascertaining the transfer of ITC benefits to consumers. The role of CMAs is pivotal in assessment of price changes due to market forces vs. profiteering.



CMA VINOD JAIN

Director, INMACS



He explained the crux of anti-profiteering measures, any reductions in rates of tax on supply of goods and services or benefits of input tax credit should be passed on to the recipient by way on commensurate reduction in prices. He mentioned the few sectors which are immensely benefited by the advent of GST such as Transport Sector, Cement, Sugar, Telecom & Real Estate Sector.

He highlighted that restricting the commensurate benefit of GST to ultimate consumers till input tax credit and rate of tax is not desirable. He mentioned the impact study of all the indirect taxes subsumed under GST needs to be done to drive the particular benefits and such benefits should be passed to ultimate consumer. He mentioned the CMAs constantly go beyond the data entry / book entry in financial accounts and are well versed to understand the aggregate impact of GST implementation. He urged to CMA fraternity that they should contribute in Tax litigation than dealing with compliances.



CMA DR. SANJAY BHARGAVE

Practicing Cost Accountant

Session - III

Day - I

GST & Anti-Profiteering: Dynamic Situation for Businesses

Behind every successful business decision, there is always a CMA



HON'BLE JUSTICE SUDHANSU JYOTI MUKHOPADHYAYA

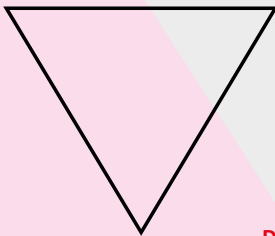
Chairperson, National Company Law Tribunal

He opened the session with his outstanding remarks. He pointed out few important issues under the IBC, 2016 after its enactment and while approving resolution plans.

He highlighted few relevant issues to look upon while formulating and approving the resolution plan such as requirements of allied and other laws rules & regulations for the time being in force has been fulfilled under the resolution plan and accordingly adhered to while complying with the resolution plan. The section 30(2)(e) clearly provides that resolution professional shall examine each resolution plan received by him to confirm that each resolution plan does not contravene any of the provisions of law for the time being in force.

He also mentioned that Corporate Insolvency Resolution Process (CIRP) cannot be started against the Corporate Guarantor before completing the CIRP proceeding against the borrower company and until it is proven that the borrower company's has defaulted in following the terms specified in Resolution Plan. He also explained that multiple resolution applicant can submit resolution plans for revival of the debt ridden company.

The Hon'ble Justice also mentioned that there is still much need to envisage the provisions of IBC Code, 2016 and also need for specialized skills sets and excellence for smooth revival of companies under financial distress. He also deliberated on some important sections of the IBC code, 2016 to make professional understand the requirement of IBC, 2016. He also emphasized that liability of resolution professional has to be fixed in terms of responsibility cast under the Code along with fee fixations.



DR. M. S. SAHOO

Chairperson, Insolvency and Bankruptcy Board of India



Dr. Sahoo in his key note address, proposed his warm thanks to Institute for providing its premises to get stabilized the operations of the Board in its initial months. He deliberated upon the true sense of Resolution of Company by providing a good mechanism for maximise the efficiency of company, operating capacity, operating profit, introduction of new business strategies or technologies for revival of company than only seeking for interest and principal waiver.

He further mentioned that the IBC, 2016 is not a recovery mechanism for stakeholders but it is a collective mechanism which looks for company as going concern, speedy resolution of NPAs, maximization of wealth and to balance the interest of all stakeholders. He unequivocally mentioned that recovery mechanism leads the company to death but resolution mechanism endeavours to keep the company alive. He further undertook to address the existing issue under IBC Code, 2016.

Day - I

Session - IV

Insolvency & Bankruptcy Code: CMAs Reviving Businesses

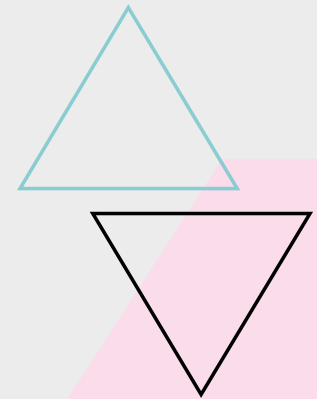
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CMA SANJAY GUPTA

President, The Institute of Cost Accountants of India

Mr. Gupta, the moderator set the tone by explaining how IBC code, 2016 is contributing in reviving the businesses and how professionals are front loaded with this immense responsibility under IBC Code, 2016. He mentioned that judiciary also has taken dynamic stand for maximization of wealth of debt ridden company. He focused on few recent landmark judgements delivered under IBC Code and also emphasized that IBC, 2016 will also play as an enabler for ease of doing business by providing a simplified exit route for the company for winding up its business rather than earlier when it was very difficult for the company to exit from its businesses.

He further mentioned that Institute has adopted very aggressive approach to build the capacity of members through its wholly owned subsidiary "Insolvency Professional Agency of ICAI". He added that the role of disciplinary and monitoring mechanism is also very important in bringing the best ethical practices among the members of IPA.



SHRI SUMANT BATRA

Managing Partner & Head, Insolvency Practice of Kesar Dass & Associates

Mr. Batra, in his key note address, acknowledged the pertinent issue raised by Hon'ble Justice. He mentioned that now we are entering into most volatile stage of insolvency proceedings. He emphasized that the Resolution Professional should maintain the complete transparency, impartiality and independence while performing his role and responsibilities under the code.

He deliberated upon that the resolution professional as a beneficiary of the process should gain the trust of all stakeholders by maintaining comprehensive confidentiality and transparency and evade the possibilities of unnecessary litigation. He mentioned that the cost of insolvency resolution process is currently very high in most of cases and further need to be looked upon to avoid overcharging. The resolution professional should deliver on the scale of insolvency process cost charged. He also attempted to address the pertinent issues raised by Hon'ble Justice and explained the concept of "Debt Acceleration".

Session - IV

Day - I

Insolvency & Bankruptcy Code: CMAs Reviving Businesses

Behind every successful business decision, there is always a CMA



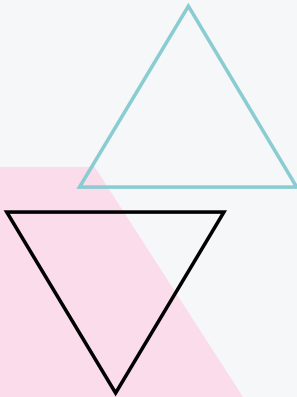
MR. BRIAN McENERY

Global President

Association of Chartered Certified Accountants (London)

Mr. Brian McENERY shared his experience on the NPAs in Ireland, He mentioned that in 2010 Ireland had 78 billions euro NPAs, which was almost 42% of GDP of the Country and such NPAs have been fully repaid. He categorised the weakened financial performance or company decline curve in four category; 1. Healthy 2. Moderate Under Performance 3. Severe Under performance 4. Distress.

He further added that the uniqueness of the IBC legislation is that it provides the oversight by the legislature as well as Creditor. It shifts the control from “Debtor in possession” to “Creditors in possession” and also provides ease of doing business. The eminent speaker also addressed the queries of the assembly.



SHRI HARISH CHANDER

Executive Vice President, Edelweiss Financial Services



He explained that currently his company is dealing with more than one lac crore rupees NPAs and out of existing 600 companies undergoing the CIRP, his company is dealing with more than 50 companies under the CIRP process. He also explained its company's versatile role under IBC Code as Financial Creditor, Bidding as an Asset Management Company, Filling the resolution plan as Resolution Applicant, provide funding of interim finance.

He was more focused on the stakeholders' perspective under the IBC 2016, mentioning that the resolution applicant can only acknowledge the liability what is exactly required to pay at last while undertaking the resolution plan. He further mentioned about the different perspective of Committee of Creditor while doing negotiation i.e. operational assets, non-operational assets, and partial operational assets. He highlighted that the value of assets may be enhanced by providing adequate data mining and data analytics. He also discussed the bidding process under the IBC code, 2016 and highlighted the challenges faced by small and medium scale industries under resolution process.

Day - I

Session - IV

Insolvency & Bankruptcy Code: CMAs Reviving Businesses

Behind every successful business decision, there is always a **CMA**



MR. NARESH SALECHA

Principal Executive DF, Ministry of Railways

Highlighting the need and significance of Accounting Reforms in Indian Railways Shri Naresh Salecha, Principal Executive Director (Finance), Railways Board said that in the right perspective this mission starts with Right Accounting leading to Right Costing leading to Right Pricing and resulting in Right Outcome. There is paramount need of responsive and realistic costing framework and the same has been outlined by the Railways Minister in his Budget Speech.

Shri Salecha informed that Indian Railways in partnership with the Institute of Cost Accountants of India is doing a pilot study of Performance Costing for Indian Railways. Detailed and timely cost analysis is required to analyse the decreasing market share of Railways in freight business. He pointed out that techniques like Marginal Costing, Activity Based Costing etc are critical in this analysis. He further informed that the ICWAI-MARF has already submitted a gap analysis report to the Railways. He urged the CMA professionals to volunteer their services and expertise to assist Indian Railways in this project.

“ There is a paramount need of responsive and realistic costing framework in Indian Railways. **”**

Day - I

Special Address



SHRI SANJAY JAJU, IAS

Director (Finance), NHIDCL

Shri Sanjay Jaju said that CMAs have a huge role in structuring of Infrastructure projects. This sector has multiple forms of contract such as EPC and PPP. Hence CMAs have to build their capacity to excel in this sector.

Session - V

Day - II

India Infra: Building a Sustainable India

Behind every successful business decision, there is always a CMA



DR. MOHIT D GUPTA
Cardiologist, GB Pant Hospital

“ Create and cultivate positive thoughts in your mind to experience happiness.”

Special Talk: Calmness in Chaos



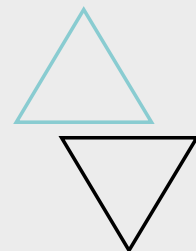
Explaining the importance of calmness, happiness and money in life, Senior Cardiologist, Dr. Mohit D Gupta said that one should work with happiness to achieve success and satisfaction in life. Expressing his concern on the state of depression and stress in the Country he informed that by 2020 India would be the world's diabetic capital and by 2021 70% of the world population will be suffering from depression despite having all the materialistic things. He further added that 20 to 30 % heart patients are between the age group of 20-30 years. Conflicts, negativity and stress are the root causes of all this. He added that we are getting wealthy, we have

learned the art of making a living but we have forgotten to make a life in life. We do not know how to reach the depth of our mind.

Suggesting solution to the problems Dr. Gupta said Create and cultivate positive thoughts in your mind to experience happiness. Give 10 minutes daily to your mind to generate positive thoughts. He further said that if you want to experience happiness, give happiness to every human being that you are meeting in your life. Dr Gupta further added that learn to forgive and forget in life. Dr. Mohit Gupta urged the participants to create good karma bank in life.

Dr. Gupta was surprised to know that Chartered Accountants and Cost Accountants are working in the organisations against each other. He added that how beautiful our life will become, if they are working for and with each other.

“ Chartered Accountants and Cost Accountants in organisations are working against each other. How beautiful our life will become, if they are working for and with each other.”



Day - II

Special Talk

Behind every successful business decision, there is always a CMA

CMA RAJEEV MEHROTRA

Chairman & Managing Director, RITES Ltd.

He mentioned about the rapid changes embraced day to day by Industries i.e production process, global competition etc. He highlighted that scale of operation is very vital for operation as to what scale a company should operate.

He strongly mentioned about the responsibilities of CMAs are not confined to internal cost management practices but CMAs should reach to the global benchmark to success the mission "Make in India", which is also not confined to sell in India only.

Currently, India has few challenges ahead to address are; 1. Education, 2. Health, 3. Infrastructure, 4. Reach to unreached and 5. Optimum utilization of resources etc. CMAs have lot of potential to address such challenges by hand holding to government's initiatives and make India Inc. empowered.



CMA P. V. N MADHAV

MLC - Andhra Pradesh

CMA Madhav opined about the pillars of governances; 1. Transparency 2. Accountability 3. Integrity and 4. Interaction. However, by adding Professionals like CMAs as fifth pillar of governance, the country can emerge as financial force. CMA Madhav further stated that CMAs are good accounts manager who can deliver in national growth and contribute in politics by virtue of their inbuilt analytical capabilities.

CMA SAIKAT KUMAR

CEO - Almasah Capital Management Ltd.

The moderator started with introducing the panellist. He believed that CMAs have catalyst role to play in transformation of this country as agenda set out by the Government of India and in next 15 year's India Inc. will see the entire transformation and possibly could be able to rule the globe.

He forced that CMAs has all entrepreneurial skill but only a good counselling is required to explode. He urged to CMA fraternity to focus on to become "Business Consultants" than audit and compliances role in order to make the country turnaround as global cost leader.



MR. BRIAN McENERY

Global President, ACCA

While answering the question by moderator, he believed that the accounting body like Institute has a very big role to play in national as well global out performance. He mentioned that final product as accountants should produce as "Strategic Business Leader" as future of accounting profession.

CMA MANOJ MISHRA

Chairman & Managing Director, National Fertilizer Ltd.

He shared his experience gained in fertilizer industry. He shared that the government of India is currently importing 50 lac tonnes of urea but through Make-in-India mission, the country would be able to export 30 lac tonnes urea in next 3-4 years by making sustainable production and cost effective too with help of adopting best cost accounting practices and this paradigm shift in cultural approach will empower the economy.



Spot-Light Session - VI

Day - II

CEO Speaks

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58th National Cost Convention 2018

CMA ANIL CHAUDHARY

Director (Finance), Steel Authority of India Ltd

"I am also grateful to **this Institute** because of which I am at this level."
 "I tell everybody with great proud that I am member of **this esteemed Institute.**"
 "Today, CFO is not only a number cruncher or a bin counter. He is a partner in progress of an organization."

CMA VIVEKANAND
 Director (Finance), ONGC VIDESH

"**CMAs** are none less than anybody; rather they do much better on analytical works in terms of analyzing any proposal as they know both accounting and the finance."



MR. RAKESH KUMAR
 Director (Finance), NLC India Ltd.

"As we are now voicing for a very big leap after consolidation of the economy, definitely we are going to see bigger volumes, reducing cost. So, CFO has to grab the opportunity."
 "With the grace of God and with the support of all young **CMAs** and **CAs** in our company, we could redesign the model, a new model for implementation of solar project."
 "In our company, the average age of employee is 52+, but average age of finance team is 31+ because we have recruited young **CMAs** and young **CAs** year after year on the campus and infused the young blood, and they are doing wonders."

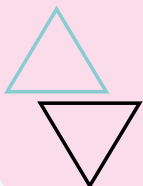
CMA MAHENDRA MEHRA
 CFO - Jasmi's Corporation, WLL (Bahrain)

"Controllership is the prime responsibility of a CFO."
 "We as **professionals** have a very clean strong mind."



MR. W. P. PARTHASARATHY
 Head of Corporate Services, Larsen & Toubro Ltd.

"I am very happy to say that **Institute** is in safe hands. I am really proud of this."
 "Most of IT Departments are now headed by CFOs because they can give vision. They can give value to the company."



Behind every successful business decision, there is always a **CMA**

Day - II Spot-Light Session - VII

Today's CFO

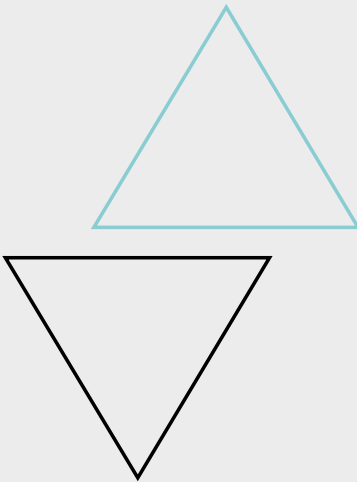
**MR. VIJAY SARDANA**

Member, Commodity Derivatives Advisory Committee, SEBI

As moderator he started the session remarking that this convention was most awaited conference to address the major issue being faced by Agriculture sector and to determine the cost of production for agriculture produce. He urged the CMAs to contribute in **“Doubling the Income of Farmer”** and make the nation prospective and economically stable.

He invited the attention of assembly over the Centre Government affidavit in Supreme Court on Cost and pricing mechanism on agriculture produce; **“It may be noted that pricing policy, that is fixing of MSP, is not a 'Cost Plus' exercise, though cost is an important determinant of MSP. The pricing policy seeks to achieve the objective of fair and remunerative prices and is not an income policy”**

He mentioned that we need to derive the actual cost of production of all agriculture produce and take it forward to Government of India while fixing the prices of such produce. So that the farmer gets reasonable price for his crop and produce. Indirectly it will also evade the malafide practices in this sector.

**SHRI SURENDER KUMAR**Professor - Department of Economics
Delhi School of Economics, Delhi University

He forcefully advocated that Artificial Intelligence (AI) is the possible way out to address the challenges faced by Farmer. This sector is highly volatile, unpredicted and uncertain. The country may address the issue in well versed manner with the help of AI. However, any structural change in the income and growth of farmer will also make substantial impact on all other sectors of the economy. He further added that the Government of India should take up balanced approach while fixing the prices of agriculture produce and consider the market volatility. An integrated approach is required in insurance of agriculture produce.

The eminent panellist addressed the queries of the assembly.

Panel Discussion Session - VIII

Day - II

Challenges in Doubling Indian Farmers' Income: Role of CMAs

Behind every successful business decision, there is always a **CMA**

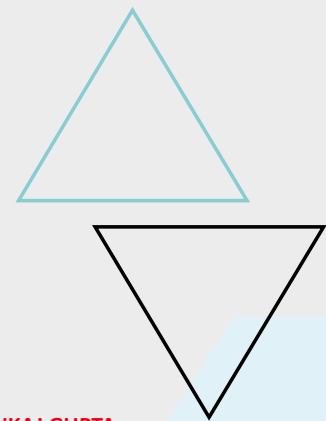
DR. NIRAJ GUPTA

Head, School of Corporate Governance & Public Policy
Indian Institute of Corporate Affairs

He praised the Institute for taking initiative in various sector in terms of cost accounting practices and cost efficiency. He submitted his thoughts on the emerging issues in agriculture sector i.e. improvement in delivery and quality of fertilizer and seeds, ensuring the optimum minimum support price, working capital, establishing technological parameter, natural calamities.

He deliberated upon the 3-pillars of agriculture triangle 1. Farmer 2. Policy Maker or Government 3. End consumer. He mentioned that financial Inclusion is the right trend setting policy of the Government of India to financially empower the farmer of India.

He mentioned that CMA professionals have a significant role in making businesses aware in finding out the optimum solution to the challenges of agricultural produce. The business houses should come forward by way of their CSR policy to improve the lives of farmers by establishing research based laboratories, contribution at stages of supply chain.



CMA PANKAJ GUPTA
Vice Dean & Director
O. P. Jindal Global University

He highlighted that by using cost accounting techniques, CMAs can contribute in doubling the income of farmers. He suggested that by creating the professional Cluster Cell, we can address the education, supply and value chain challenges, optimum utilization of raw material, market solution, knowledge videos and fixation of minimum support price. He believed that CMAs professional are well versed with all such challenges and opportunities and should contribute in sustainable development of society.

Day - II

Panel Discussion Session - VIII

Challenges in Doubling Indian Farmers' Income: Role of CMAs

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

Statutory Body under an Act of Parliament

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GLIMPSES OF 58th National Cost Convention 2018



Shri P.P. Choudhary

Shri M Venkatesh Naidu



Jayy Gupta

Shri P.P. Choudhary



Shri Jagat Brinhan, IAS

CMA H. Padmanabhan



58th NATIONAL COST CONVENTION 2018



Life Time Achievement Award
to
CMA J. K. Puri

Past President, The Institute of Cost Accountants of India

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