

13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT-2015

(Please read instructions before filling up the questionnaire)

**(1) GENERAL INFORMATION:**

**1.1** The Questionnaire is designed to obtain information on Cost Management Practices and to assess performance of participant companies engaged in manufacturing operations.

**1.2** All information and data submitted by the participant(s) shall be kept strictly confidential and shall only be used for the purpose of evaluation of the award and not for any other purpose.

**1.3** ICRA Limited, is the knowledge partner of ICAI for this award

**1.4** Decision of the Award Jury shall be final and binding. No correspondence, whatsoever, shall be entertained in this regard.

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

**1.6** Award Categories are as follows:

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

**Category**

**Turnover\*\* cut-off**

Large	> = Rs. 2,500 cr
Medium	>= Rs. 500 cr but < Rs. 2,500 cr
Small	< Rs. 500 cr

\* SME is defined as an enterprise where investment in plant & machinery is less than Rs. 10 crore in case of manufacturing sector; and where investment in equipment is less than Rs. 5 crore in case of service sector

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

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**(2) GUIDELINES FOR FILLING-UP THE QUESTIONNAIRE:**

**2.1** The participants should download the Questionnaire from Institute's website - [www.icmai.in](http://www.icmai.in), either in MS Excel or PDF Format

**2.2** All sections of the Questionnaire should be filled-in with complete details. Answering all questions is mandatory. In case any question is not applicable to your company, please indicate the reasons for its non-applicability. Please use extra sheets for write-up as required and for answering detailed questions. Please mention the question number in additional sheets.

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

i) If an entity is eligible for participation in more than one category based on stipulated criteria, preferred category of participation needs to be indicated. For instance, entities qualifying both for Small Enterprises and SMEs, can apply in either one of these categories (as chosen by the participant).

ii) If an entity has presence in more than one segment such as in manufacturing as well as service operations, it will be considered for the category that accounts for a larger proportion of its revenues.

**2.4** The copies of Annual Reports (including Financial Statements and all Schedules) of the Company, for the financial years 2013-14 and 2014-15 should be enclosed with the Questionnaire. Any other material/document that supports your participation for the award may also be enclosed.

**2.5** Participants have the option of submitting the Questionnaire either in soft copy or hard copy. Soft copy of the questionnaire duly filled-in (in the excel format) along with a scanned copy of the declaration signed by authorised signatory on company's letterhead (as per format available on ICAI's website) and all other enclosures should be e-mailed on the Institute's official e-mail id ([ecma2015@icmai.in](mailto:ecma2015@icmai.in))

**OR**

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

**2.6** Cut-off date for receiving filled application forms is **31st January,2016**. Please note that hard copies of filled-in questionnaires along with enclosures should reach the Institute Address by the said cut-off date.

**Section-I**

**13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT**

**Note: Please fill cells shaded in blue. Please add rows, wherever required**

<b>Details of the Company/Organization</b>	<b>Pls Fill here</b>
1.1 <b>Company Name:</b>	
Corporate Identification Number (CIN) if any:	
Address for correspondence (Line 1) :	
Line 2 :	
State and Pin Code:	
1.2 <b>Chief Executive Officer</b>	
Name:	
Designation:	
Mobile/Telephone No :	
E-mail Id	
1.3 <b>Chief Financial Officer</b>	
Name:	
Designation	
Mobile/Telephone No :	
E-mail Id	
Qualification:	
1.4 <b>Head of the Costing Department</b>	
Name:	
Designation	
Mobile/Telephone No :	
E-mail Id	
Qualification:	
1.5 <b>Contact Person</b>	
Name:	
Designation	
Mobile/Telephone No :	
E-mail Id	
1.6 Category to which the company belongs	
(i) Public Sector Undertaking / Private Sector	
(ii) Manufacturing Sector/Service Sector/Mining Sector	
1.7 Total income from operations during 2014-15 (Rs. Crore) (net of duties)	
1.8 Gross investment in Plant and Machinery/ Equipment (Rs. Crore)	
1.9 Based on Points 1.7 (Revenue) and 1.8 (SME Criterion), if your company is eligible for participation in two categories, please indicate your preferred category	
1.10 <b>Major Products of the Company</b>	
Product 1	
Product 2	
Product 3	

**Section-II**

**13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT**

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

- 2.1 a) Total number of full time employees\* 

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 b) Total number of qualified Cost/Finance professionals (CMA,CA, MBA-Finance) engaged\* 

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 c) Number of qualified Cost Accountants\* (out of b above) 

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 \*as on March 31, 2015

2.2 List the key cost drivers (such as raw materials, manpower, power & fuel etc.) for the company and briefly describe the strategies adopted to control them

	<b>Cost Drivers</b>	<b>Strategies adopted</b>
i)		
ii)		
iii)		
iv)		
v)		
vi)		

2.3 List the Costing Methods / Systems / Techniques being applied by your organisation:

i)	
ii)	
iii)	

2.4 Please answer the following questions in **Yes/ No**

- |  |  |
|--|--|
| i) Does the company have a structured cost accounting policy / manual?   |  |
| ii) Does the company's accounting system enable proper collection, allocation, absorption and determination of costs?  |  |
| iii) Does the company have costing module in their ERP system?   |  |
| iv) Is the cost/profitability of various products/activities regularly measured and also form part of regular MIS of the company?  |  |
| v) Are the areas of cost reduction & cost control normally identified?   |  |
| vi) Does the company have a system of budgeting & variance analysis on periodical basis?   |  |
| vii) Does scope of internal audit covers review of performance and actions taken?  |  |
| viii) Does the company have a Risk Management policy duly approved by the Board of Directors?  |  |
| ix) Does the company have a system for identification of slow and non-moving inventory items?  |  |
| x) Is competitive bidding process for major purchases or works contracts being used?   |  |
| xi) Are the relevant Cost Accounting Standards (CAS) and Generally Accepted Cost Accounting Principles (GACAP) issued by The Institute of Cost Accountants of India (ICAI) being followed? |  |
| xii) Does the company encourage employees / workers to come up with cost improvement suggestions?  |  |
| xiii) Do all departments participate in the cost budgeting process?  |  |
| xiv) Do all departments participate in setting up of cost management targets?  |  |
| xv) Does the company have any incentive scheme for employees achieving cost reduction/improved productivity?   |  |

Section-II

13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT

Application of Cost Management System in your Organisation

- 2.5 i) Was the company covered under Section 148 of the Companies Act, 2013 for the financial year 2014-15? (Yes/ No)
- ii) If the answer to question 2.5(i) is in affirmative, then answer the following two questions
- a) Were there any qualifications made by the auditors? (Yes/No)
- b) Please indicate the mechanism adopted to implement the suggestions and observations of the cost auditors.


- iii) Please specify number of meetings of Audit Committee held for the financial year 2014-15
- iv) Please specify number of Audit Committee meetings held during 2014-15, where cost related issues were discussed

- 2.6 Give the periodicity (Weekly/Monthly/Quarterly/Yearly) of Cost Review Meetings:
- (a) Operational Level
- (b) CFO Level
- (c) CEO Level
- (d) Board/Audit Committee Level

2.7 Describe the initiatives taken by the company for reduction of waste/rejections/ spoilage/ inefficiencies/ energy consumption etc.

<b>Initiative</b>	<b>Description</b>
i) Investment in research & development, product/ process re-designing etc.	<input type="text"/>
ii) Use of IT (ERP systems etc.)	<input type="text"/>
iii) Technology upgradation	<input type="text"/>
iv) Clearly spelt KPIs (for above-mentioned points) for employees & performance incentives	<input type="text"/>
v) Outsourcing non-core activities	<input type="text"/>
vi) Others, please specify	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
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**Section-III**

**13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT**

**Productivity / Efficiency / Competitiveness Parameters**

Unit	2012-13	2013-14	2014-15
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**3.1 Capacity Utilisation**

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

**A Product-1 (Specify the name)**

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

**B Product-2 (Specify the name)**

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

**C Product-3 (Specify the name)**

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

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


**E** Give reasons for under-utilisation of capacity, separately for all the products if any, e.g. Unforeseen break-down, Shortage of raw materials, Shortage of labour, Power failure, Strikes and lockouts, Power shortage, or any other reason.


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

**Section-III**

**13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT**

**Productivity / Efficiency / Competitiveness Parameters**

**3.2 Input -Output Analysis (for maximum of 3 major inputs)**

		Unit	2012-13	2013-14	2014-15
<b>A</b>	<b>Input 1 (Name the Input)</b>				
	i) Value of Input 1 consumed	Rs/Lakh			
	ii) Quantity consumed per unit of output	Pl. specify			
	iii) Standard/industry norms of input-output (yield %), if any	Pl. specify			
<b>B</b>	<b>Input 2 (Name the Input)</b>				
	i) Value of Input 2 consumed	Rs/Lakh			
	ii) Quantity consumed per unit of output	Pl. specify			
	iii) Standard/industry norms of input-output (yield %), if any	Pl. specify			
<b>C</b>	<b>Input 3 (Name the Input)</b>				
	i) Value of Input 3 consumed	Rs/Lakh			
	ii) Quantity consumed per unit of output	Pl. specify			
	iii) Standard/industry norms of input-output (yield %), if any	Pl. specify			
<b>D</b>	Give reasons for increase or decrease in Input-Output (yield %), separately for all the products				

**3.3 Manpower Productivity**

<b>A</b>	Total Manpower employed	Nos.			
<b>B</b>	Mention the Manpower productivity indicator used in your industry. For example, tonnes produced per employee, no. of cars produced per employee, etc. In case of multiple products, provide manpower productivity indicators for those products for which information has been furnished in para 3.1				
<b>i)</b>	<b>Product-1 (Specify the name)</b>				
	Manpower productivity indicator	Pl. specify unit			
	Manpower productivity indicator	Nos.			
<b>ii)</b>	<b>Product-2 (Specify the name)</b>				
	Manpower productivity indicator	Pl. specify unit			
	Manpower productivity indicator	Nos.			
<b>iii)</b>	<b>Product-3 (Specify the name)</b>				
	Manpower productivity indicator	Pl. specify unit			
	Manpower productivity indicator	Nos.			
<b>C</b>	Give major reasons for increase / decrease in Manpower productivity, if any				

**Section-III**

**13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT**

**Productivity / Efficiency / Competitiveness Parameters**

D	How many man-days of training in Cost Management programmes was imparted to employees?	Nos.			
<b>3.4</b>	<b>Energy Efficiency and Conservation</b>	<b>Unit</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
A	Power Generated	KWH			
B	Power Purchased	KWH			
C	Total Power Units (A+B)	KWH			
D	Total Power consumed	KWH			
E	Energy consumed per unit of Power Generated <i>(Kcal - Kilo Calories based on gross calorific value of fuel consumed)</i>	Kcal/KWH			

F Mention the Energy Efficiency indicators used in your industry. For example, Power consumed/tonnes produced, Power consumed/no. of cars produced, kcal of energy used/tonnes produced, etc.

i)	<b>Product-1 (Specify the name)</b>			
	Energy efficiency indicator	Pl. specify unit		
	Energy efficiency indicator	Nos.		
ii)	<b>Product-2 (Specify the name)</b>			
	Energy efficiency indicator	Pl. specify unit		
	Energy efficiency indicator	Nos.		
iii)	<b>Product-3 (Specify the name)</b>			
	Energy efficiency indicator	Pl. specify unit		
	Energy efficiency indicator	Nos.		

G Give major reasons for increase / decrease in Energy Efficiency.




**Section-IV**

**13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT**

**Other Parameters**

4.1	i)	Does the company have a policy on CSR Spending?(Yes/No)				
	ii)	Amount actually incurred for CSR activities during the year as a percentage of its average net profits made during immediately preceding three financial years	Unit %	2014-15		
4.2	i)	Does the company have a policy on R&D Spending?(Yes/No)				
	ii)	Amount earmarked for R&D activities	Unit Rs./Lakh	2012-13	2013-14	2014-15
	iii)	Amount actually utilized for R&D activities	Rs./Lakh			
4.3		Amount spent on litigation	Rs./Lakh			
4.4	i)	Amount of revenue expenditure incurred on Environmental protection?	Rs./Lakh			
	ii)	Please provide details of following pollutants. Put "NM" if not monitored by your company or Put "NA" if not applicable to your company's operations	Unit	2012-13	2013-14	2014-15
		Quantity of waste gas emissions during the year (Air Pollution)	Cubic M			
		Quantity of waste water discharged during the year	Cubic M			
		Quantity of solid waste generated during the year	MT			
4.5	i)	Amount spent on Quality Assurance and Control?	Rs./Lakh			
	ii)	Does the company have any Quality certifications/ Accreditations related to enterprise? (Yes/ No)				
	iii)	If the answer to 4.4(ii) is in affirmative, then provide the type of certification, certifying organization and validity date.				
4.6		Please indicate (in Yes/ No) if the following tools & techniques of cost management are being adopted/ implemented by the company				
		Activity based costing				
		Target costing				
		Life cycle costing				
		Kaizen costing				
		Performance budgeting				
		Zero based budgeting				
		Standard costing				
		Benchmark costing				
		Segment wise costing				
		Costing of quality cost				
		Environmental costing				
		Social cost benefit analysis				
		Enterprise performance management				
		Other cost management practices, if any				

Section-IV

13TH NATIONAL AWARDS FOR EXCELLENCE IN COST MANAGEMENT

Other Parameters

- 4.7 Please attach a brief write-up (Preferably one page) on the Cost Management practices of the company to sustain and succeed in the competitive environment.
- 4.8 Any other information relating to cost management which the company deems fit to be considered, and is not covered in this questionnaire (please do not add any separate page for answering this question).


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

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

**Name:**

**Designation:**

**Telephone/Mobile No:**

**Date:**


**Enclosures:**

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