How To Face an Interview Board

Committee for Members in Industry
THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA
(Set up under an Act of Parliament)

Our Inspiration

CA. Ved Jain
President - ICAI

CA. Uttam Prakash Agarwal
Vice President - ICAI

CA. Sanjeev Maheshwari
Chairman - CMII

CA. Vijay K. Garg
Vice Chairman - CMII

How To Face an Interview Board

Committee for Members in Industry
THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA
(Set up under an Act of Parliament)
New Delhi

This background material has been prepared for use in educational programmes conducted by the Institute of Chartered Accountants of India. The views expressed herein do not necessarily represent the view of the Council of the Institute or any of its Committees.

Published in February, 2006
Reprinted February, 2006
Reprinted January, 2007
Revised July, 2007
Reprinted March, 2008
Price : Rs. 50/-
ISBN : 81-87080-73-6

Published by : **Dr. Surinder Pal**
Secretary, Committee for Members in Industry
The Institute of Chartered Accountants of India
ICAI Bhawan, Indraprastha Marg, New Delhi-110 002
website: www.icai.org, placements-icai.org

Design & Printed by : **Studio Skyline Graphics Pvt. Ltd.**
93, DSIDC, Okhla Industrial Area Phase-I,
New Delhi 110 020
info@studioskyline.in; studio_sky@rediffmail.com
www.studioskyline.in

Message From President

Chartered Accountancy is a challenging career with the cutting edge of best of technical skills in Accounting, finance and management spheres and provides abilities necessary for deciding and acting under high-pressure situations .

Chartered Accountants today hold top management positions in public as well as private sector. They also render professional services as accountants and management consultants. Rapid changes taking place in the economy have further opened up vistas for the chartered accountants to several alluring career options.

India is becoming one of the fastest growing economies in the World. In this regard, number of organizations, irrespective of the industry segment, has started offering rewarding careers to the members of the Institute of Chartered Accountants of India (ICAI). Newer industry segments like Information Technology, Financial Services, BPO, KPO, Infrastructure, Banking, Insurance, Telecommunications, etc. have plans to recruit a large numbers of members of ICAI.

The Committee for Members in Industry of the ICAI has been conducting Campus Placement Programme for providing employment opportunities to the newly qualified Chartered Accountants.

A strikingly positive and confidence generating approach in the job interview can make the candidates a clear winner. The Interview Board looks for traits such as mental alertness, familiarity with the company and the job, knowledge of current affairs, negotiation skills and the power to sell and inspire confidence.

I am pleased to know that the Committee for Members in Industry has brought out the revised edition of the publication, 'How to Face An Interview Board' as a timely guidance to the newly qualified members of ICAI to equip themselves for the interview and face interviews with Confidence and Comfort that is anticipated from a professional.

I wish the newly qualified Chartered Accountants success in their career and I hope they would become brand ambassadors of our profession in the years to come.

(Ved Jain)
President

Place : New Delhi
Date : 7th March, 2008

Message From Vice President

Message From Vice President

The journey towards excellence begins with self-discovery, when knowledge, practice, technology and attitude all come together in a perfect rhythm and when a student aims to win and complete his studies.

Training as a Chartered Accountant is also a journey towards becoming a member of the India's largest and fastest growing accounting bodies. The training imparted to a Chartered Accountant combines innovative education with mentored work experience, to produce accountants who posses a greater ability to analyze and interpret business problems and develop dynamic solutions. Perhaps, that's why Chartered Accountants work in more diverse and important roles in the Organizations.

I am very happy to know that the Committee for Members in Industry has brought out the revised edition of the publication "How to Face An Interview Board". This revised publication shall help the newly qualified members to face the Interview Boards confidently.

I appreciate the efforts put in by CA. Sanjeev Maheshwari, Chairman, Committee for Members in Industry and Dr. Surinder Pal, Secretary, Committee for Members in Industry in publishing this revised booklet.

I wish the newly qualified Chartered Accountants a grand success in the Campus Placement Programme 2008.

(CA. UTTAM PRAKASH AGARWAL)
Vice President

Place : New Delhi
Date : 7th March, 2008

Message From Chairman (CMII)

Message From Chairman (CMII)

The Indian Chartered Accountant has the right blend of academic knowledge, experience - during articleship period, ability and the right attitude to deliver on every front. It is these qualities which have made the CA a most sought after professional. Today, more than 85% of the newly qualified CA's are absorbed in the industry.

The Committee for Members in Industry organizes a placement programme after every exam and is a facilitator between the industry and the young CA's. The process of interview is an intriguing affair. The key to success lies in self confidence, and the key to self confidence lies in preparation. Success is where preparation and opportunity meet. Todays preparation determines tomorrows achievement. In order to enable the newly qualified members, Committee for Members in Industry has come up with this publication, which will help them to face adequately an interview board.

This publication contains two parts. PART 'A' focuses on 'How to face an Interview Board' dealing with generic issues like Grooming, Group Discussion and Preparation. PART 'B' focuses on frequently asked questions related to various technical topics. PART 'C' sets out various other useful information, a newly qualified member must know when he joins the fraternity of Members in Industry.

This publication from the Committee for Members in Industry will help the newly qualified members to prepare themselves to different sets of questions which the companies usually ask during the interview process namely questions relating to personal information of a person (family background, interests, education, experience etc.), questions relating to his knowledge about the work he will be responsible for in the company, questions to check the personality of a person-his nature, ideology, decision-making & problem-solving ability etc.

I wish to place on record my sincere gratitude to CA Nitinkumar Parekh, who has revised the publication by sharing his rich experience. I would also like to place on record the excellent efforts made by Dr. Surinder Pal, Secretary, Committee for Members in Industry and the officials of CMII Secretariat for bringing out this publication.

I believe that by using this booklet, a newly qualified member will be more confident to face an interview.

I wish our newly qualified members of ICAI a wonderful career, bright future and success in all their endeavor.

(CA. Sanjeev Maheshwari)
Chairman,
Committee for Members In Industry

Place: Mumbai
Date : 7th March, 2008

Message From Vice Chairman (CMII)

In today's world, service providers are required to have specific vertical and domain expertise, analytics process excellence and an innovative and proactive culture beyond running secure global operations with a flow of top talent. These are not back office processes; they are analytical based knowledge processes that require independent judgment and action within a structured framework. Every basic bit of knowledge is considered necessary for facing the interviews. The employer would like to find out whether a candidate is suitable for the position for which he is being interviewed. Therefore the interview is both a challenge and an opportunity for the candidate.

I am pleased to know that the Committee for Members in Industry has brought out the revised edition of the publication, 'How to Face An Interview Board' as a timely guidance to the newly qualified members of ICAI to equip themselves for the interview and face their interviews with confidence and comfort which is anticipated from a professional. I am also happy to know that various procedural aspects about the Institute, which a newly qualified Chartered Accountant must know, has also been included in this booklet.

I wish our newly qualified members of ICAI a wonderful career in the Industry.

(CA. VIJAY K. GARG)
Vice Chairman,
Committee for Members In Industry

Place: Jaipur
Date : 7th March, 2008

CONTENTS

Part A

How to Face An Interview Board

"A goal without a plan is just a wish."

–ANTOINE DE SAIN

Good Grooming

"You Don't Get A Second Chance To Form A First Impression"

"You can do anything if you have enthusiasm."

– HENRY FORD

The Well Groomed Man

"Well groomed from top to toe"

Hair

- Clean, neatly cut, not extending below the ears
- Always well combed
- Frequently shampooed
- Kept in place, but not oily
- Not to convey a feeling of carefully careless
- Should not be coloured unless absolutely must (when all hair have turned white).

Face

- Clean shaven, No stubbles of beard
- Moustaches, well trimmed, above the lip level and not drooping
- No beard (Exception for Sikh's: must look clean & neat)
- Teeth clean

Hands

- Regularly washed
- No nicotine stains
- Nails: Short even length, clean, always well trimmed

Personal Hygiene

- Bathe daily and use a deodorant to avoid body odour
- Use mouthwash and brush teeth twice a day to avoid bad breath
- Smokers should take extra care to avoid nicotine stains on teeth and hand and tobacco breath
- Avoid use of cheap perfumes & strong colognes. If any are used at all, avoid any with a strong fragrance
- Wash face frequently to appear fresh
- Adequate rest at night adds to your good looks

Clothes

Summer

- Well coordinated, conservative colours
- Cream/beige shirts with brown trousers
- Grey/blue shirts with navy blue or grey trousers
- Light coloured trousers with light coloured shirts

- Light coloured shirts with dark coloured trousers
- No dark coloured shirts with dark trousers
- Shirts should be full sleeved
- Dress soberly with clothes that fit well.
- Well ironed
- No loose ends, threads, open seams or missing buttons at the cuffs and on the shirts; the stitching below trouser pockets needs special attention. No loose piping on trousers
- Ties to be of coordinated colours and well knotted
- Shirt pocket should remain empty or contain only a few flat items.

Winter

- Navy blue/Grey Suit
- Navy blue Blazer / Tie / Trouser
- Light coloured shirts-full sleeves

Shoes

- Black/ Brown colour coordinated with the clothes worn
- Conservative styles
- Well repaired heels
- Always clean and polished. Make it a habit to wipe shoes each time you go to freshen up
- Laces tied neatly at all times
- Dark coloured clean socks preferably of near similar colour of the trouser. Black is the preferred colour.

Jewellery

Restricted to a ring, No bracelets or necklaces. (Exception: Sikhs allowed kadas)

Others

- Minimal perfume or cologne
- No cigarette, chew gum or candy
- Empty pockets are better-no coins in the pockets making noise.

The Well Groomed Working Woman

"A Neat well groomed appearance"

Hair

Long Hair

Should be left open only if it is shoulder length.

The following are to be avoided:

- Elaborate coiffures, knots or coils
- Low loose knots tied at the nape of the neck
- Oily hair

Short Hair

- Should be cut in an elegant contemporary style which is manageable and looks neat

Personal Grooming

- Always use a deodorant

Face

- Eyebrows should be neat and well shaped, Skin should be well-cared for Facial hair should be bleached or removed regularly

Make-Up

- Make-up should be neat and carefully applied
- Should be light, subtle and carefully applied

Hands

- Hands should always be clean and well manicured. 'Mehndi' designs are out

Nails

- Should be well shaped with a light to medium colour application of nail polish
- Extremely long nails with very bright or dark shades of nail polish should be avoided
- Nail polish should never be chipped

Feet

- Heels should appear clean and uncracked and toenails well shaped and if you like, polished. If in winter, socks or stockings are not torn

Shoes

- Low-heeled or high-heeled shoes or sandals are appropriate with most clothes
- Kohlapuri chappals or flat sandals give rather an ungainly walk and must be avoided
- Shoes & sandals with back straps should be in good condition footwear in poor condition spoils the entire image

Jewellery

- Light authentic jewellery e.g. a thin gold chain , a light gold bangle, small gold, pearl or diamond earrings add to style
- Artificial or costume jewellery in oxidized silver or plastic should be strictly avoided at work
- Bangles should not jangle
- Avoid anklets that are juggling

Clothes

- Sarees must be well ironed. If cotton, a little starch adds wonders. The falls must be well stiched on, with no bits hanging apart
- Formal western outfits (with a scarf) and shoes
- Formal salwar kameez with matching dupatta
- Carry a Small size purse of contemporary style, without any shining colour touch on it
- Do not carry the documents in a loose leaf form. Arrange in an orderly manner in a file and carry the same

How to Succeed in a Group Discussion

"Energy and Persistence Conquer All Things."

– BENJAMIN FRANKLIN

Definition

- Group discussion is a forum for free exchange of information/views in order to achieve consensus.
- Group discussions are meant to judge your communication and interpersonal abilities. The observers will be looking for verbal and non-verbal skills, clarity of thought, leadership abilities and other interpersonal skills.

Background

It is increasingly used as a tool for screening the candidates. It has been included as a vital part of selection process by the employers because these days decision making in the organisation is effected through meetings, brainstorming sessions and group discussions. Every employee must be an effective communicator to be able to participate in the group decision making process in an organization. With this premise, it is considered fit to test the candidates' skills in a Group Setting.

Very often we come across people, who may be brilliant otherwise, but are not successful in their work. The style of management has become open and democratic which necessarily requires participation of all the employees. Therefore, all employees must be groomed to be good managers.

How can it help you on your Job?

Imagine yourself working in a corporate setting. You are required to prepare an investment plan to manage the organisation funds optimally to earn maximum money from the company finances. You do your analysis and plan a basket of investments. You are required to discuss the findings in your department with other team members. In such a setting, you would realize that your skills to put forth your point in a group setting come to play. If you can manage your group, and have an effective discussion with all, your proposal can be accepted. On the other hand, if you feel bogged down or overpowered by group members, your proposal may be rejected because of your inability to discuss it in a group.

Objective

BASIC OBJECTIVE

TO ASSESS THE ABILITY OF CANDIDATES TO PARTICIPATE AND PRESENT THEIR VIEW POINT IN A TEAM ENVIRONMENT.

It is a skill to speak one's view point in a group and get it across to others emphatically without showing signs of aggression or dominance. A group discussion exercise is conducted to assess how well a candidate can place his view points in a convincing manner, put relevant issues/concerns to others, maintain their focus on the topic and not digress from the central theme.

HIGHER LEVEL OBJECTIVE

TO ASSESS THE CANDIDATE'S ABILITY AND SKILL TO ENSURE PARTICIPATION FROM ALL AND TO GENERATE A CONSENSUS.

Very often everyone in a group will say different things which may or may not be identical. Sometimes the candidates may make incoherent points which may have no or remote relation with the topic assigned. First and foremost, the attention of the group should be brought back to the topic of discussion and not waver ambiguously. If members present divergent views, the different points should be discussed and a conclusion should be drawn. At the end of the discussion, the entire group must have arrived at some degree of common understanding and generated consensus i.e. information agreeable to all.

If all members keep making points of their own without establishing any connectivity between the points floated, it would be more like a crowd or a cacophonous setting. A group leader is one who synergizes the energy of all by discussing each view point in the common forum and establishing common understanding on the issues discussed. Unless this activity is carried out, it would be more a motley crowd seated together and saying different things, than a group heading towards a fruitful discussion.

The objective is to assess if one is a good team player, has leadership potential, is facilitative by nature, empathises with others, encourages others and at the same time displays good communication skills and stays focussed on the subject.

METHODOLOGY / STEPS INVOLVED

I. Topic for Discussion

A topic of common interest is floated by the interview board. A member of the board announces a topic and leaves the forum open for the members to participate. The interview board usually does not introduce the topic or give any qualifying remarks.

The candidates should keep a paper and pencil handy to jot down their thought and keep their points ready before speaking in the group. It is usually a good practice as it helps to organize oneself and also to make a note of the point of view of others, which they may want to question.

The first milestone in a group discussion is understanding the objective and relevance of the topic in the context of the post being interviewed for, though there need not be any clear linkage. The importance of understanding the title of the topic can't be over emphasized. In case you are confused on the subject, wait for others to start and try to decipher the import of the topic.

However, if you feel that the title of the topic is nowhere close to your imagination, do not hesitate to put up the issue of clarifying the meaning of the topic. You may instead earn credit points for your candour. Take care not to ask the meaning of presumably well known topics that you may be unaware of as that would be tantamount to displaying your ignorance.

To facilitate the process, familiarise yourself with the topics that are very much in the news during the last one-month and have relevance to the interview. Other topics, which may bring milestone type changes in business world e.g. 'Clause 49 of Listing Agreement', should also be studied.

II. Modality of the discussion

Who begins the discussion?

One who begins the discussion usually earns credit points to himself, a fact very well noted by the board. In a test setting, everyone's eyes are keen on who begins the discussion. As soon as the topic is announced you must gather your thoughts and determine if you have matter worthy of an opening remark. If you have command over the topic, you may begin the discussion with an opening remark that is registered.

Take care not to miss the bus, thinking that a point should be made only if it is extremely good. You can quickly chip in to make the 'matter-of-fact' point otherwise someone else will state that point. It is also important to remember that what you speak should be such which automatically captures the attention of the rest of the members of the group. You would realize that after you have made your presence in the discussion felt, your nervousness/hesitation will wear off.

If you are able to change course of the discussions and give it a new direction by factual data and logic, you may perhaps win a point.

III. Approaches

Two approaches may be followed to determine the order of member's participation.

Unregulated- Any candidate can participate in any sequence. No rule or order is defined for participations to speak. It may be important to understand that in real life situations, nobody will necessarily give specific time to all to express themselves and thus this approach may actually be more realistic.

Regulated- The order in which members will participate is predetermined by the candidates themselves at the beginning of the discussions. All candidates are asked to speak in sequential order to present their ideas. After each one has spoken his/her point, the forum becomes open and unregulated by any order or sequence.
A variation of this method may also be followed where all the participants may be required to summarize the session in a determined sequence.

The opening remark and / or closing remark may be made by the group nominated leader or by any one at random chosen by the supervisor. It is at the discretion of the supervisor.

Example- At the end of the group discussion, the members of the board say "we would like each one of you to summarize the outcome of the discussion in 2 minutes". Please remember clearly that the summary has to be of the discussions which actually took place. Some students make mistake by incorporating the points which they wanted to emphasise but they could not because of time constraints or loss of memory at the desired time. Here, they try to achieve two objectives:

1. Give everyone a chance to speak.
2. Find out how attentive a candidate is and how well he/she has grasped the gist of the discussions.

A time limit is predefined at the start of the discussion. A specific time will be given to the participants to go through the reading material given to them if the discussion is to be based on case situation. Usually 10 to 20 minutes are allotted for the discussion. The candidates discuss the topic for the time period with no interference.

Group Size- The size of the group may vary from 6 to 10, however such a group becomes unmanageable. Ideally a group should have 7 to 8 members.

Test of skills: Broadly speaking group discussions test two types of skills. They are managerial skills and leadership skills.

Managerial skills to be tested- Communication (clarity of thought and expression and appropriate language), presentation (forceful argument to bring attention of others), interpersonal (ability to interact with others, place to others, objectivity, listening to others), problem solving (analytical and logical approach, creativity and innovation).

Leadership skills to be tested- Team building (involve others), initiative and drive (provide direction), self confidence, ability to work under stress, vision and foresight.

Group Discussion - Do's

Initiative

- Enter the discussion in a measured manner
- Choose the correct point of entry
- Present each view forcefully and convincingly
- Conclude each argument at the right time

Knowledge

- Have the fact right, before expressing them to the group
- Try to relate disparate day-to-day events to the point being discussed. It usually scores. If you are not able to understand the technical term/abbreviations used by another member, it is in order to ask for clarifications (as long as that is not your own area of specialization)
- Display your grasp of knowledge on the subject
- Quote example of recent developments that have taken place in the USA and Europe or changes that are in the pipe line in those places and in India in the related field covered by the topic

Participation

- Speak as often as possible
- Participate in a sustained way: Do not leave long gaps without speaking
- Participation is not necessarily the duration and frequency of your speaking, but the number of value inputs you give to the discussion
- Allow others to speak as well be facilitative
- Give emphatic listening to others. Remember that a great leader is also a great listener.
- It is not necessary that your participation has to be by making a fresh point. At the same time, just

agreeing to what someone else mentions is no real contribution. You can disagree with the views of others by giving logic as to why you disagree.

- Get in the midst of discussion only when the current speaker has completed a sentence and given a pause. This is to ensure that he / she is not unduly interrupted. Otherwise, he / she may let you down by saying, 'Let me finish'

Value Addition

- Each point you make should enhance the quality of the discussions
- Make original points rather than expressing options about some one else's points
- Decide what stand you would take about the topic and stick to it
- Do not be repetitive
- Do not digress from the topic into an unrelated field

Communication Skills

- Express your ideas clearly. Clarity of expression comes naturally to those who have clarity of thought. So think clearly before communicating to the group.
- Modulate your voice
- Listen attentively to others point of view. Not only you should listen to others carefully, it is your duty to show the same to others. For example you should not look around when others are making their points, though physically you are listening.

Personal Skills

- Be relaxed
- Be pleasant and courteous to others
- Be confident about what you want to say
- Address each person by his / her name

Thinking / Reasoning

- Think in a logical and rational sequence
- Show consistency of ideas: All points stated should have consistency of thought
- Be quick in thinking and react to points made by others

Group Skills

- You should be able to gain attention of the group
- You should be able to draw the non-participants into the discussion
- You should be able to state clearly whenever the group agrees on any point, before passing onto the next
- Generate a feeling to represent that you are a team player
- Display your leadership skills
- Towards the end, try to develop a team consensus of the subject and make concluding remarks

- If you feel, in the middle of the discussions, things are not moving in the right way, take the initiative to set things right

Points To Note

- At times a write-up, of about 300 words may be required prior to group discussions on a specific topic so as to judge the clarity of thoughts of the individual, his/her expression and understanding of the subject
- In group discussions, it is important not to get agitated even if some one contradicts your argument in a wrong way
- There should not be any attempt to sneer at the observations of the team member's statement
- A quote from a learned authority on the topic of discussion always provides an edge over others
- Statistics do add weightage to the one's observations but these should be quoted only when they are relevant and accurate

Indicative Topics For Group Discussion

- Can women be Good Managers ?
- Globalization- A Boon or a Curse ?
- Will India get a seat at the UN Security Council ?
- Has WTO been hijacked by the Developed Countries ?
- WTO- Pro developed or pro developing countries ?
- Nuclear Power- A boon or a curse ?
- Is APM actually dismantled in the Oil and Gas sector ?
- Should all the subsidies be removed?
- Should there be reservation in educational institutions ?
- Is Indian stock market heated up ?
- Can anybody predict stock market index ?
- Is future market gambling or risk management tool ?

Preparing Yourself for An Interview

"Always bear in mind that your own resolution to succeed is more important than any one thing."

–ABRAHAM LINCOLN

Prospective employers look for the following personality characteristics

- Being personable
- Determination
- Energy
- Being a team player
- Enthusiasm
- Drive

Prospective employers look for the following employability skills

- Communication skills (for an overview refer page 47)
- Maintaining personal rapport
- Leadership qualities
- The will to accept challenges
- Adept in solving problems
- Exploiting your inner potential
- Ability to achieve targets
- Maintaining excellent working relationships
- Having good analytical abilities
- A general awareness of the business environment and its impact on the organization

The Cover Letter

A cover letter must always accompany the resume.

In the opening paragraph resort to one of the following

- If you have been referred to a prospective employer, mention the contact by name
- If you are responding to a job advertisement, do mention where you have learned about the opening

In the next paragraph:

- If you are responding to a job opening, mention your qualifications; how your skills are transferable and relate to the position applied for
- If enquiring about a job opening, mention how your skills can meet the employer's expectations

In the concluding paragraph

- Request for an appointment at a mutually convenient time
- Mention that references can be made available on request

Writing a resume: Resume is the first contact point of the candidates with the prospective employers. It therefore needs to be given at least the same level of importance as the interview itself. This is so because in most cases the questions would relate to or emerge from the resume sent by the candidate. Whatever is mentioned in the details of the job in the advertisement must be covered either in the resume or in the covering letter. It may thus make sense to consider the job requirements of each prospective employer and revise the resume to suit the requirements. Thus writing resume need not be and should not be the one that fits all phenomenon.

1. The length should not exceed two pages. In the first screening round, the resume gets scrutinized in a few minutes. Therefore, a good presentation is a must. Remember that your resume is not your biography and hence only relevant and material information should be furnished.
2. Check for grammatical errors and mistakes. Ask some one to review the resume. Apart from using standard spell check features of Microsoft Office function, one needs to go through each and every word of the resume to see its appropriateness and proper placement.
3. Emphasize your skills, accomplishments and experience. Wherever you can see the linkage of your skills and achievements with the job, you stand better chances of selection-think about this before you list down your skills, achievements and experience details.
4. Make an honest presentation even if you have been out of employment. Prospective employers verify antecedents.
5. Make a presentation in the skills oriented format if you are unemployed. For those in employment, the chronological format will be relevant.
6. Try and use key words and phrases as stated in the advertisement, which match the position applied for.
7. Don't respond to every advertisement that you see, if you are not qualified for the position, do not apply.
8. Do not attach testimonials. These must be carried to the interview.
9. Short sentences with bullets create a better impact. Avoid lengthy paragraphs.
10. Follow the same style of numbers and bullets through out the resume so that you are methodological in your approach to everything.
11. As it is said in the resume talk about your career journey and not your carrier journey.

Always:

1. Print your resume on standard letter size, white or ivory rag paper.
2. Have the resume professionally

typed, but not typeset, with plenty of space between paragraphs, and allow for adequate margins.

3. Use conventional English. Stay away from multi-syllable word when a one or two syllable word is clearer. Understand that resume is not a test of English language and thus using very flowery and ornamental language should be avoided.
4. Use short paragraphs- preferably not longer than five lines.
5. Make sure the resume and the cover letter are error-free, proofread.
6. Rewrite a resume for a specific company, it's extra work, but may well pay off.
7. Include your significant contributions at each one of your jobs.
8. Allow the most space to the jobs that are most relevant to the job you're applying for.
9. List your activity with professional, trade and civic associations- but only if they're appropriate.
10. Keep a permanent file of your achievements, no matter how inconsequential they may appear to be. This is the basis for a good resume, and it is also essential information to get a raise or promotion.
11. Give each of your reference a copy of your resume.
12. Re-read your resume before the interview. Chances are the interviewer did just that too.

Never:

1. Give reasons for termination or leaving a job on the resume. In almost all cases, the reader can find negative connotations to even the best reason. You're far better off explaining it in person.
2. Take more than two lines to list hobbies, sports and social activities. When in doubt, “leave them out”.
3. List references on the resume.
4. Use exact dates. Months and years are sufficient.
5. Include the date your resume was prepared. If your search takes longer than a few months, the resume will appear outdated.
6. Include your company phone number unless your immediate boss is aware of your departure.
7. Include your height, weight or remarks about your physical appearence or health.
8. State your objectives on your resume unless the resume is targeted to that job or occupation.

9. Use professional jargon unless you're sure the resume will be read by someone who understands the buzz-words.
10. Provide salary information on the resume. Save it for interview. If you are required to give that information, reveal it in the cover letter.
11. Give information about your salary growth.
12. Exaggerate your skills beyond reasonableness.
13. Resume follow-up in the concerned HR - Dept.

After sending your resume, it will be a better idea to follow-up over phone regarding its receipt with relevant organization.

An example:-

This is (name of the candidate) calling. A few days ago, I had applied for the (position) in your organization (Dept./Division). I would like to ascertain whether you have received my resume and to reiterate my interest to the position.

Preparing Yourself For An Interview

Job interviews in many organizations are getting more and more sophisticated these days. Single interviewers, interview panels, multiple interviews, the demonstration of a skill/ability, a stress interview, case studies, psychological tests, are the norms these days.

Find out about the organization: It is important to understand the industry to which the organization belongs as well as some background about the organization itself. You could read published information, newspaper, magazines, articles, annual reports, websites etc. If you can track down any employees (former employees) of the company who are willing to give you some additional knowledge, by all means consult them. Find out about company's competitors, market share, government policy on the industry. Try to read their Annual Report & Accounts by visiting their website. In short based on your information try to make SWOT analysis of the company. Some companies keep on their internet their latest presentation to fund managers or financial analysts. This information can be very useful and save your time to collect lot of information about the industry and the organisation. Avoid making any remark about controversial issue that is in news about the Company.

Brush up the details you have mentioned in the Resume: The only account you have given of yourself till that point of time would be the Resume. It is essential to prepare answers/ backup arguments for all the issues you mentioned in the Resume. It would make sense to put yourself in the role of employer, go through the resume and think what could be the question on each and every matter of your resume. Now think about your responses as candidate. Once again assume the role of employer and think whether with the responses given do you really find yourself suitable for recruitment. This process, if taken sincerely, can guide you in terms of improvement/changes required in your responses or the extra knowledge which you need to seek to fully prepare to face the interview.

General awareness: It is essential to follow the news and current business events by reading general and business newspapers and magazines. Any events of current importance such as budget/central legislations, international events which affect business company should be studied carefully.

Keep in mind that candidates who are willing to be posted in any part of the country are always preferred.

Study thoroughly your favourite subjects: It may not be practical for the interviewer to test you on all the subjects of your education. Usually the interviewer would ask you to choose one or two favourite subjects to test your knowledge. Be sure to study these thoroughly. Not being able to answer questions on your favourite subject would give a negative impression. You should also understand and remember important rules/laws/formulae of the chosen subjects. Be careful not to choose fancy, irrelevant subjects, say European History, for a job in Management Accounting.

Keep a well thought about structured answer ready about what you have done during the last three assignments that you have handled either in your work or during your articleship training. This should include what are your points of learning and achievements.

You are almost certain to be asked questions pertaining to your strengths and weaknesses. Know your strengths and emphasize those that relate specifically to the positing for which you are being considered. Be prepared, in this case, to back up your claim if the interviewer suddenly asks: 'How would you classify me?

The real issue, and the only one at stake, is whether or not your prospective employer is willing to pay what you are worth. And, your worth is a function of the job itself, your capability and your willingness to perform it. In most organizations, there are clear parameters for a given job, a range of salary that is adjustable depending upon the market and the applicant's experience. In most cases, unless you are very good, you will have to work within those limits. But, within the limits, what you are worth is a matter of mutual agreement based on the knowledge of your worth and your ability to convince the person interviewing you. Know the range of compensation for the job you are seeking, make your own realistic determination of what you are worth, and then be prepared to stand on your ground

On The Day Of The Interview

Be punctual- Leave early to arrive on time. Leave ample margin for the occurrence of eventualities such as vehicle breakdowns, traffic snarls, getting lost etc. Reach the interview venue at least 10-15 minutes in advance so that you are well settled to face the interview.

Before you set off, make sure you have:

- Directions of the location of the interview venue well in advance of the interview time
- Interview call letter
- Important certificates to serve as documented proof for all the information given in the Resume
- Stationery, envelops, stamps and stapler
- A copy of the day's newspaper: You could read it on the way to relieve your tension. Also, you could be asked some questions from the same.
- Enough cash and loose change so that this does not add to the tension and spend time trying to change a Rs. 500 or Rs. 100 note to pay for the auto rickshaw/taxi
- An umbrella, especially during the monsoon season; else you could get yourself and your original certificates drenched
- Carry notes on your objectives in life, your skill sets, your strengths and weaknesses

Before The Interview

Knock at the door gently before entering the interview room. On entering, smile at each of the interview panel members and greet the time of the day, softly. Wait standing straight, with arms resting easily and sit only after being asked to.

After being asked to sit, draw the chair gently and swiftly and sit setting into a convenient posture. Avoid making creaking noise by dragging the chair or by violently flopping into the chair.

Sit comfortable, but erect.

Maintain eye contact with each of the interview panel members, but avoid looking defiantly. It is Ok to bend forward but if there is a table in front, you should not put the elbows/hands on the table.

Remember, all your actions and body language are observed by the Interviewer. It is essential that the first impression you make of yourself is a very good impression.

During The Interview

If a panel of members conducts the interview, it is advisable to look at all the persons while answering and not only at the person who has asked the question. If a member of the panel interrupts while answering a question of some other members, it is advisable to politely ask him to hold on till the current answer is completed.

Maintain very comfortable poise through out the interview by maintaining interest and eye contacts even if you feel that you may not be selected. Keep smiling face and show high level of confidence while you speak. Maintain the difference between confidence and arrogance.

If you have not heard a question properly or understood the question clearly, you can request interviewer to repeat the question rather than answering a question heard/understood wrongly. Listen and understand carefully the question being asked, answer to the point. Be brief, to the point courteous and pleasant in responding. If you cannot give an immediate reply, it is ok to take sometime to think before answering a question, but do not take more than ten / fifteen seconds.

There is nothing wrong in admitting that you do not know the answer to a question rather than trying to confuse, bluff and give a long winding answer. You should always assume that the employer will know the answer to the question asked so never take chance if you do not know the correct answer. You should not get demoralized at the number of questions for which you do not have answers to and thereby spoil the rest of the interview.

- Keep ready extra copies of your resume and testimonials-the same may be required during the interview. Unless specifically asked do not volunteer to show your testimonials or achievement certificates.

  Do not look nervous or over confident. Do not show too much need or anxiety to get the job and at the same time do not portray that you are not interested in the job.

- Complete your sentences rather than leaving them incomplete and do not use only yes or no or shaking your head as approval or disapproval.

- If for any reason, the interview is halted in between, do not start wandering around or start reading whatever is lying in front of you. Also do not show your displeasure if the halt takes some more time-you must trust the judgment of the employer about his priorities. Do not show that you are in hurry to complete the interview-unless specifically asked so and you are really in hurry to catch your train/flight.

You should be able to describe your significant learnings during your Articleship period.

You should be convincingly able to describe what new improvements were brought about during the audit period as also how you dealt with any "conflict situation" which may have arisen.

You should reasonably be upto date on the recent changes in the professional world be it all the new Accounting Standards, Amendment to Laws, Economic/Financial developments, Fiscal changes etc.

On general topics, you should not try to give correct answers but should answer honestly what you feel. You should not be afraid of giving controversial answers as long as you have the logic to support them. Never give out answers which you think the interviewer wants to hear.

Any gaps in the career should be confidently presented, without feeling defensive, emphasizing how you utilized the period constructively. If you did not clear an exam in the first attempt, do not feel defensive or try to hide the fact.

During The Interview, Avoid The Following

- Frequent shifting your positions in the chair
- Blinking

- Scratching
- Stretching
- Yawning / burping
- Giggling
- Cracking Knuckles
- Answering in tense under tones or in a shrill voice
- Avoid asking pointed question on the salary. However on being asked for salary expectations you should give a broad range, commensurate with relative market worth vis-à-vis the industry you are desirous of joining.

At The End Interview

At the end of the interview, the interviewee is usually asked if he has any questions to the panel. Some of the questions to be asked are:-

- Exact profile being looked for
- More details about the organization
- Location of posting
- If there is a probation or if one would be confirmed immediately
- If there is a formal induction programme planned
- When and how would the result be conveyed
- Enquire about reimbursement of train or air fare if not already committed in the interview letter

At the end of the interview if the panel has nothing more to ask, you should usually conclude by thanking the panel for giving opportunity for being interviewed.

You should shake hands only if offered by the panel members. You should wish the panel the time of the day with a smiling face and take their leave. Put backs the chair in position, collect your things is a swift motion and softly walk out of the room. Avoid slamming the door.

Some Relevant Points To Note

- The candidate is asked to narrate one or two instances of his achievements. It is expected that the achievements are narrated without any self adulation, in a normal and honest manner. In such an achievement she/he should hesitate to mention the contribution of other team members
- In the event of job profile not being clearly defined at the time of call interview, the candidate must enquire sufficient knowledge. As for example, if the job is that of treasury operation, the basics should be well known to the candidate even if she/he has not gathered sufficient experience a fact which can be admitted at the outset

- Quoting the correct statistics in the answer gives a salutary effect but the same should be conveyed if the candidate is absolutely confident about the figures. Quoting wrong data about international trade of India, for instance, will have greater negative impact rather than admitting ignorance
- It is quite common for the interview board to judge the view of the candidates from the angle of honesty and dependability, integrity and commitment Alternatively, she/he may be asked his/her preference out of two business honchos-one who amassed wealth through questionable means and the other in a straight manner to cull out his/her view with regard to honesty in operations. (It will be appropriate for the candidate to follow the age old adage-Honesty is the Best Policy)
- At times the interview board may raise a politically oriented topic, which has been highlighted in the media in the interview. The candidate should do well to avoid extremities in his/her answer and should not favour any political party
- The interview board may put the candidate in the adverse team environment and his/her conflict handing style. (The candidate should not lose calm in such a situation and submit the answers in a cool confident manner). This type of interview is called 'stress interview'. The real purpose of the employer is not to harass the candidate but to understand how the candidate will function amidst the difficulties, uncertainties and at times chaos.
- Quite often the candidate is asked to name his/her model preferably in the business world. The candidate should prepare well for such a question and narrate the basic traits of such a person in a lucid manner
- The candidate can be asked to give reference of the latest book which she/he has read, both in his professional field and otherwise. The candidate should be well prepared for the answer

Tips For An Outstation Interview

- Reserve the confirmed tickets in advance for the travel
- Decide on the travel date, time and mode, giving a clear margin for any delays etc.

- Reserve if possible in advance for a hotel stay room preferable near the interview location
- Keep the original copy of railway ticket or air ticket and boarding pass for obtaining reimbursement of traveling expenses
- Wear separate clothes for outstation travel and at the time of interview
- Locate your local overnight or one hour dry cleaner
- Keep sufficient money with you for any prolonged stay for interview as sometimes companies conduct more than one round of interview and keep the other rounds at subsequent days

Vice Chairman, CMII
CA. Vijay K. Garg addressing one of the programme organized by Committee for Members in Industry

Part B

Question Bank

"One thing you can't recycle is wasted time."

–ANON.

The most frequently asked questions

- Why do you want this job ?
- Where do you see yourself in year's time ?
- Where do you see yourself in next 5 years ?
- Why should we offer you the job ? Or why do you think that you are ideal candidate for the post ?
- What do you consider as your greatest achievement ?
- What do you know about us ?
- Do you know anybody in our organisation ?
- What is your philosophy towards work and ethics ?
- What sorts of qualities are needed in this job ?
- Why did you choose this particular career ?
- What do you hope to achieve if you are appointed ?
- Would you agree to put interest of organisation ahead of your personal goals ?
- Which other companies have shortlisted you ?
- What public figures/business leaders do you admire most and why ?
- Are you willing to work anywhere in India ?
- What are your extra-curricular activities ?
- What have been your greatest achievements/failures in life till date?
- Are you a loner by nature ?
- What do you know about this company ?
- How long would you like to continue in this company ?
- If you are already employed somewhere, why do you want to leave your current job ?
- What is your style of working ?
- Give examples of your managerial capacity and style.
- What are the types of job you like to do and why ?
- What do you think KRAS (Key Result Areas) and ICAs (Individual Contribution Areas) should be, if we select you, for the position being talked about ?
- What is your family background? (Please do not 'forget to speak about your mother and sister and wife even if they are housewives and do not match the bill of qualifications)
- How does this assignment fit in your career plan ?
- How do you think your skills will be useful in discharge of your duties ?
- Are you a problem solver ?
- Which has been the most difficult decision you have had to take ?
- How would you describe yourself ?
- How do you schedule your time ?

- How would you deal with difficult people ?
- Describe the real organization for which you would like to move ?
- What do you do to manage stress ?
- Can you walk me through the last week and tell me how you planned the week's activities and how the schedule worked out ?
- Have you kept in your field with abreast training ?
- How many days in a month are you prepared to travel?
- Can you go to deputation for one or two months' duration to some other Town/State in between your employment ?
- Are you prepared to offer your services through a manpower service-providing agency instead of the company taking you on its payroll during the first two years ?
- What is your total notice period and how many days can be adjusted with your leave ? (If the candidate is already in some employment the numbers for the answer should be correct, as joining data is dependent on the same)
- Are you prepared to start with assignments in Internal Audit team ?
- What are USPs (Unique Selling Propositions) as a candidate ?
- What would you do if you are not selected ? (The key is to have an alternate plan ready, without harping on how non selection would severely depress you etc.)
- What would you do for the first one week after joining our organization ? (You could answer by saying that you would spend time understanding the organization, its culture, its rules and regulations and in completing the procedures involved in induction into the organization (e.g. undergo medical examination, furnish details about bank account, passport, get my operating right for working in the computerized systems and the intranet of the company that I shall have to access for day to day work etc.,) and getting to know your new colleagues)
- What are your weaknesses ? How they have affected you? What measures are you taking to take care of your weaknesses ?
- Who are there in your family ? (if you are married: what is your spouse doing ?).
- Do you envisage any problem in relocating yourself to the place of employment ?
- If you are already employed and intend to change the job, the employer would be interested in knowing the reason for change of job. The same can be unsatisfactory present job (not advisable as a reason), for better opportunities to learn and contribute, for better financial prospects or for other personal reasons. The reason such as excessive workload or longer working hours in the present job may not be appreciated by some

employers as they may indicate that you are not prepared to stretch yourself at the required time. Personal frustrations or politics at the current job are also not much appreciated as reasons for change of job. At times one can site mismatch between one's skills set and job requirements or gap between what was promised at the time of joining and what was given later on (whether in terms of job description or financial benefits) as valid reasons for seeking change of job.

- Do you have any questions about the organisation or the job?

The Test of Knowledge

While the earlier chapters in the booklet "How to Face an Interview Board" deal with the aspects of overall personality. The basic test of success depends on the candidate's professional skill and competence. It is, therefore, imperative that the candidate should be aware of certain basic concepts, of the various subjects in which he/she has specialized. The committee, which interviews the candidate, would like to know about the depth of knowledge as well as its application in a practical situation. It is therefore, essential for you to familiarize yourself with the type of questions that are likely to be asked by the interviewing committee in certain important subjects like Accountancy, Auditing, Company Law, Taxation, Cost Accountancy and related areas. The model questions that have been covered hereunder could give you an idea of the type of questions that you would normally face when you are being interviewed. An attempt has been made to give specimen type of questions in different subjects. It is certainly not exhaustive and would vary as per background of the Members of the interviewing committee and

Chairman, CMII
CA. Sanjeev Maheshwari addressing one of the programme organized by Committee for Members in Industry

the purpose for which you are being selected by the organisation, the area in which you are likely to be placed in the organization and the particular skill that you may need to display/acquire in the course of your interaction both within as well as outside the organization. We may like you to go through subject wise questions and equip yourself with suitable replies. Some of the questions given herein might not have been part of your curriculum. However, these have been included keeping in mind the expectations of the prospective employers and the current developments in the economy.

Specimen questions covering Accounting standards as well as other subjects in finance

Accounting standards

1. How many Accounting Standards have been issued by ICAI?
2. What are the fundamental assumptions which underline the preparation and presentation of financial statements?
3. What are the disclosure requirements regarding fundamental accounting assumptions?
4. What are the major considerations governing the selection and application of accounting policies?
5. What are the disclosure requirements of Accounting Policies?
6. What is net realizable value with reference to inventory?
7. How would you evaluate machinery spares which can be used only in connection with an item of fixed asset and whose use is expected to be irregular?
8. What are the exclusions from the cost of inventories as per Accounting Standards?
9. What is the disclosure requirement on inventories as per Accounting Standard?
10. What are the components in a Cash Flow Statements as per AS-3?
11. Give an example of non cash item to be excluded in a Cash Flow Statement.
12. What items are normally disclosed under the head 'Financing Activities?
13. Give an example of events occurring after the Balance Sheet date. What is the disclosure requirement in respect of events occurring after the Balance Sheet date as per Accounting Standards?
14. Can an Organisation change its accounting policies from year to year? In such a case, is there any need for disclosure?
15. How would you treat the changes in historical cost of an asset arising out of exchange fluctuation from a long term loan liability?
16. When would you consider deferring research and development costs of a project to a future period?

17. With reference to the Accounting Standards when would you consider a sale to be complete ?
18. Can revenue recognition be postponed by an enterprise ?
19. What is the disclosure requirement when fixed assets are revalued ?
20. How would you treat forward exchange contracts while finalizing the accounts of an enterprise ?
21. Give examples of disclosure requirement for Related Party transactions.
22. What do you understand by primary and secondary segment reporting? Does segment reporting really provide any shareholder value ?
23. A Company takes a loan from the financial institution for construction of a factory, the financial institution charges commitment changes and one-time Management fee in addition to interest charges. Will you consider the commitment charges and management fee as borrowing cost under AS-16 ?
24. Are the Accounting Standards recognized by the Companies Act ? If so, how ?
25. What is deferred tax liability ? In which items the deferred tax liability gets generated ?
26. Why normally companies recognize deferred tax liability but not deferred tax asset ?
27. What is US GAAP ? Is there any comparative system in India ?
28. How to identify segments that have impaired and evidence under AS-17 ?
29. How to identify assets that have impaired and evidence therefore under AS-28 ?
30. Which principle is followed in consolidation of accounting statements ?
31. What are the typical points in computation of EPS ?
32. For which accounting standard the implementation date is postponed by one year ?

Company Law & other Commercial Laws

1. What commercial precaution an Organisation should take before proposing to declare bonus shares ? Do you agree that bonus shares represent a compensation for inflation factor for the money initially invested ? If so, is it advisable for the Organisation to issue bonus shares periodically ?
2. What is the real difference between bonus issue and stock split up ?
3. If a Cheque is returned, what course of action is available to the beneficiary ? Is there any legal recourse available and if so, indicate the details ?
4. What is a Guarantee ? What is collateral ?

5. What is mortgage ? How it is different from hypothecation ?
6. How is hypothecation different from pledge ?
7. What is Uniform Sales Tax ? Why is it relevant ?
8. Is the loan extended on the security of Bank Guarantee treated as Secured or Unsecured Loan and why ?
9. What is VAT ?
10. What is the stock transfer treatment under VAT regime ?
11. Explain when a special resolution is necessary under the Companies Act for appointment of auditors of a company.
12. If management intends to change the statutory auditors, is there any specific procedure to go about it ?
13. How the auditors of a government company are appointed ?
14. Explain the provisions regarding "Audit Committee" under the company law.
15. Can dividend be paid out of Capital Profit/past profits ? If so, whether there is any conditionality to be met? Details may be provided.
16. Whether a company can revise the accounts as approved by the Board of Directors and reported upon by the auditors but before they are adopted by the shareholders in the AGM.
17. Whether the company can revise the accounts after the same are adopted by the shareholders in the AGM.
18. Discuss the disclosure requirements in respect of the following items as per Schedule VI to the Companies Act:
    a. Fixed Assets
    b. sundry Debtors
    c. Stocks
    d. Contingent liabilities
19. Does the Companies Act regulate payment of remuneration and perks to CEO? If so, how ?
20. Are special provisions contained in the Companies Act regarding Government Companies required / necessary ? If so, why ?
21. How does the Companies Act attempt to prevent oppression and mismanagement ?
22. Can a company buy its own shares ? If so, discuss compliance requirements.
23. Is creation of Debenture Redemption Reserve necessary in connection with the issue of Bonds under a private placement scheme ?
24. What is the purpose of Debenture Redemption Reserve ?
25. Can a company change its Accounting Year and if so what are the various formalities to be complied with ?
26. What is a "group" company ? And is it defined anywhere ?
27. What is BIFR ? When a company is referred to BIFR ?

28. When can a company under BIFR come out of BIFR ?

29. What is a "sick" company ?

30. Where "sickness" is defined ?

31. Is a company required to maintain statutorily certain books of accounts ?

32. What is meant by employee stock option? What is the advantage derived by a company under this scheme ?

33. A public limited company wants to invite public deposits. Describe the statutory provisions & procedures thereof.

34. How has corporate governance enhanced the role of Audit Committee of the Board ?

35. In which Law, rules and regulation regarding eCommunication and maintenance and submission of information financial and other records through electronic mode have been prescribed ?

36. Which Statutes and Regulatory Provisions you will refer while working on corporate governance ?

37. What do you know about Sarbans Oxley Act ?

Cost Accounts

1. How is marginal costing different from other recognized methods of ascertaining cost ?

2. Does the classification of all items of costs under the Broad heads 'Variable' and 'Fixed' cost used in the conventional parlance relevant in the present context ?

3. How the analysis under Cost Volume profit Linkage is useful as a technique of marginal costing ?

4. Do you consider that Budgeted Cost and standard Cost could be the same for an Organisation when it has reached a certain level of environment ?

5. How is flexible budgeting useful in a competitive environment ?

6. How do you treat process losses in an Organisation with multiple processes ?

7. What do you understand by the term "Administered Pricing" ?

8. What is "Break Analysis" of Inventory ?

9. What is sunk costs ?

10. Which costs should not be considered in incremental analysis ?

11. What is "ABC Analysis" of Inventory ? How it is different than Vital, Desirable and Essential analysis ?

12. What is Zero Based Budgeting ? How is it different from the Conventional Budgeting exercise ? Does it help in cost reduction ?

13. Discuss the provisions of Maintenance of Cost Account Records, Cost Audit and interface with statutory auditors under the Companies Act.

14. Differentiate between cost reduction and cost optimization ? Do you think activity based costing is a solution ?
15. What do you mean by Activity Based Costing ?
16. What do you mean EVA-Economic Value Addition ?

Finance & Accounts

1. How would you evaluate the financial strength of an Organisation from its Balance Sheet ?
2. Do you subscribe to the view that for new enterprise depreciation should be provided on the basis of Written Down Value (WDV) of assets to maintain uniformity with depreciation rules as per Income Tax ?
3. What is Debt-Equity Ratio ? Explain the significance. Is it advisable for an Organisation to have higher debt or equity if:-

   An enterprise putting up a totally new project ?

   An existing enterprise in respect of its expansions ?
4. How would you evaluate investments in respect of capital intensive projects say, Rs.1000 to 1500 crores ?
5. What is operating leverage and what is financial leverage ?
6. Does a higher net profit always represent a surplus cash flow ?
7. How do you distinguish between Capital employed and net worth? How are these calculated ?
8. Your company has an equity paid up capital of Rs.100 crores and the free reserves of Rs.50 crores as on 31.03.2002. The loans outstanding as on that date was Rs. 70 crores. The company has to borrow Rs. 100 crores as part of capital investment programme. As the Chief Finance Officer of the Company, please advise the Board the statutory provisions of borrowing in this regard.
9. What is "demat" ? How dematerializing the share benefits the company issuing shares and the investor ?
10. What do you understand by IRR and "payback" period ?
11. What is the meaning of free cash flow ?
12. What do you understand by tax deductible interest and tax shield on interest payement ?
13. Your company has placed an award of contract for supply of machinery from U.K. As per the term of payment, a Letter of Credit (L/C) is to be opened. Discuss how you will open a L/C.
14. Your company has a Provident Fund Trust. As Secretary of the Trust, how will you invest the Trust funds and in which securities adhering to statutory provisions.
15. How the taxable income of a company derived from its accounts ? Mention the major items of reconciliation.
16. How would you treat the following items in the Accounts ?

a. Subsidy received from the Central Government on installation of antipollution equipment.

b. Subsidy received from the government for setting up a factory in a backward area.

c. Liability for excise duty in respect of goods manufactured but not yet cleared from the bonded warehouse.

17. What do you understand by the term of credit rating and what are its advantages?

18. What do you understand by the term "Corporate Governance"?

19. What do you understand by Public Financial Institution, All-India Financial Institution and Non-Banking Finance Company?

20. What is Non-Performing Asset (NPA)? What are the implications of NPA to the Borrower and Lender?

21. What are the various risks a lender will have to take in respect of Short-term, Medium term and long-term lending?

22. What are the various parameters a lender will look at before deciding to fund a Project?

23. What parameters should be kept in view to determine the period of a term loan while funding a project?

24. What is the difference between Bond and Debenture?

25. What do you understand by disinvestment?

26. What is PLR?

27. What is Spread?

28. What is margin money?

29. What is working capital?

30. What is commercial paper ? Why companies use them?

31. How working capital requirement is assessed?

32. What are the conditions for a company to raise the equity funds from the capital market?

33. What is the Internal Control System and examples of Internal Control System.

34. What are the various methods of funding working capital?

35. What is a Letter of Comfort and how is it different from a letter of Guarantee?

36. In an import contract for which payment is by Letter of Credit, if the goods imported turn out to be damaged, can the payment under Letter of Credit be stopped? If not, what are the recourses available to the importer?

37. Under a Letter of Credit, if the documents are received and the Opener has no funds available in the account, is the Opening Bank obliged to remit?

38. What is SLR ? What is CRR ?

39. Can Indian mutual funds invest in shares and other securities abroad ?

40. What is an Asset Reconstruction Company? Why is it required ?

41. What is a Debt Recovery Tribunal ?

42. Is it mandatory for Non-Banking Financial Companies to have registration with RBI ?

43. What is a Universal Bank ?

44. What is a debt- trip ?

45. What is a "Standby Letter of Credit" ?

46. What are ECS and EFT in banking terminology ?

47. What is an eCheque ?

48. What is meant by payable at par facility provided by a Bank to its clients ?

49. What do mean by treasury Management in a company ?

50. What do mean by wealth Management for Individuals ?

51. What is Asset Securitisation ?

Income Tax

1. Is the provision for bad and doubtful debts allowed as expenditure under Income-tax Act ?

2. What is the Minimum Alternate Tax and when it is applicable ?

3. What is an infrastructure company ? What are the benefits under Income-tax available to an infrastructure company ?

4. What is Tax holiday ?

5. What is Double Taxation ?

6. Is tax audit compulsory for all organisations ?

7. Is there any advantage by having Tax Audit in addition to the Statutory Audit ?

8. What is the period within which an assessment can be re-opened by Assessing Authority and for what reasons ?

9. What are the provisions of Income Tax Act regarding TDS, deposit of TDS amount and filing of belated return by the Company? What are the panel provisions for non-compliance ?

10. As per Act, who is required to file the return on behalf of a company ?

11. When and how the Tax audit is carried out ?

12. Does the Income Tax Act provide for statutory maintenance of records? If so, what are they ?

13. Describe the IT provisions regarding "Valuation of perks".

14. The company offers you a compensation package of Rs.30,000/- per month. It also gives you an option to choose the item to be covered in the compensation package to reduce your tax liability on salary income. Please discuss your options.

15. Is it advantageous to close the Accounting Year in March or any other month and reasons therefore ?

16. License Fee paid by a Telecom company is to be treated as Revenue or Capital Expenditure and reasons thereof?
17. What do you understand by the term "Rectification of Assessment"? What is the time limit available for the same?
18. What is the rate of interest for late payment of tax and refunds?
19. What is the consequence of not having PAN for an assessee?
20. What is the deadline for issuing Form 16 and the procedure to be followed for issuing a duplicate Form 16?
21. A consultant is engaged by a Company at specified lump sum fees. Is deduction of Service Tax from the payment of fees mandatory?
22. Is Wealth Tax Act applicable to Companies? If so, give examples of major items that could be considered as part of taxable wealth.
23. What is Section 14 of Income Tax Act?
24. What is the major cause of difference between accounting profit and tax profit?
25. In case of power generation companies what are the typical provisions for the depreciation and tax deduction?
26. What are the benefits of SEZs/Industrial Parks?

Auditing

1. Discuss the concept of "materiality" with reference to disclosures in the financial statements.
2. Discuss the relationship between internal and external auditors.
3. What controls can be instituted by the management of an entity over computerized processing of accounting data to prevent errors, frauds, accidental loss of data, etc.?
4. What are special audit techniques employed by the auditors (s) to verify the computer based records?
5. It has been the policy of the company to value the inventories of finished goods at selling price since the items have a ready market. However, the auditor objects to this valuation on the basis that it amounts to recognizing unrealized profit. What is your advice?
6. The Chief Accountant argues that it is not possible to determine the net realizable value of the Inventories on hand since the market value must be determined. What is your advice?
7. Is a statutory auditor required to certify the cash flow statement in a Balance Sheet?
8. The statutory Auditor's Report in its latest format tends to project the Accounts as that of the Management. Does that absolve the auditor from his responsibility?
9. Is the reporting under CARO compulsory for all auditors?

10. The company is an all-India organization with offices spread over the different parts of the country. As the Chief Internal Auditor of the company, how will you organize the Internal Audit Department and conduct the Audit ?
11. Please draw a programme of verification of WIP in Process Company.
12. What verifications are needed in a SAS Type-II audit in case a BPO a service providing organizations having overseas clients ?
13. What is peer review audit ? When is it required ?

Foreign exchange and risk management

1. What is MIBOR ?
2. What is Forward Contract ? Who can book Forward Contract ? What is the period for which Forward Contracts can be signed ?
3. How do you distinguish between Options and Forward Contract ?
4. Who can participate in the Options Market ?
5. What do you understand by Primary Dealer ?
6. As an Indian citizen, can you hold foreign currency in India and if so, for how long and how much ?
7. For a visit abroad, how do you get foreign exchange ? What are the ceilings ?
8. What is Line of Credit and what is the difference between Line of Credit and External Commercial Borrowing ?
9. What are ADRs and GDRs ? Is it different from equity share and if so, what are the differences ?
10. What is the foreign exchange risk ?
11. Broadly indicate the methods available to manage foreign exchange risk ?
12. What is Asset-Liability mismatch and is it relevant only to finance companies or to every business ?
13. What is Asset coverage from the lender's point of view and what is acceptable level ?
14. What is LIBOR ?
15. What do you understand by "Currency Swap" and "Interest Rate Swap" ?
16. As in-charge of finance department of a big company having offices all over India and also investing in capital projects, what are the risks you will cover under insurance ?
17. What do you understand by the term " Loss of profit insurance" ?
18. What are the different types of risks a company faces ?
19. What do you mean by risk management ?
20. What are financial risks and non-financial risks ?
21. Can any company reach complete risk elimination ?
22. Is interest available on government securities completely risk free ?

Economic/ Commercial Fundamentals

1. What is meant by GDP ?
2. What is the difference between GDP and GNP ?
3. What do you mean by Balance of Payments ?
4. What do you mean by Favourable balance of Trade ?
5. What do you mean by forex reserves?
6. What is the current forex reserves position of India ?
7. What do you mean by External Debt ?
8. What do you mean by debt as on date ?
9. What is difference between monetary policy and fiscal policy ?
10. What is difference between revenue deficit and fiscal deficit ?

President, ICAI
CA. Ved Jain addressing one of the programme organized by Committee for Members in Industry

Communication

"The journey to
1000 miles begins with
one single step"

–LAO TZU

Communication

Communication is simply a two way process of exchanging ideas or information, of transmitting and receiving verbal and non-verbal messages. A communication is considered effective if it achieves the desired response from the receiver.

Every message, whether oral or written, involves a certain process. This process can be adequately represented through the communication model given below: The starting point for any type of communication is a thought that sender of the message wants to share with the receiver. The thought is the core idea behind the message. It need not have a base in any language. Having conceived of a thought, the sender now looks for ways of converting it into symbols that can be understood by the receiver. Thoughts are converted into symbols by the process of Coding. Coding involves deciding upon the message's from (word, tone, body language, facial expression, gesture), length, organization, tone & style all of which depend on your idea, your audience, and your personal style and mood. Therefore language is a code that is known to and shared by a group of people. Similarly, certain non-verbal expressions are given the same meaning by a set of people belonging to the same region. If the sender and the receiver share the knowledge of the same code, and the sender can use it to translate his thought into symbols that can be understood by the receiver.

Symbols-which could be words or expression or pictures-are transmitted across to the receiver. Transmission is the physical act of transferring the symbols from the sender to the receiver through a communication channel (verbal, non verbal, spoken or written) and medium (telephone, computer, letter, report, etc.) The channel and medium you use depends upon your message, the location of your audience, your need for speed, and the formality of the occasion. Transmission involves the study of clarity and relative audibility of oral communication, and the readability and clarity of written communication.

If transmission is good, then the receiver hears/sees/read/perceives/recognizes the symbols created by the sender. The receiver physically receives the signals around him including those made by the sender, through his sensory organs. The signals received by them are sent to the brain in a continuous stream. Only strong and relevant signals actually register in the receiver's brain.

The receiver then proceeds to decode the message and then analyses it, understands it and absorbs it. This information is then stored in the receiver's brain. If all the steps in this process are accurate, then the message is interpreted correctly by the receiver and he understands exactly, the idea that the sender was trying to communicate to him/her.

The last step in this process is the feedback loop, i.e.; the response that the receiver's sends back to the sender. Feedback is a key element in this process because it allows the sender to gauge for himself/herself, the effectiveness of the message, if the receiver has not understood the message. Then the feedback allows the sender to alter his/her message to make it more understandable.

Communication skills, both inter-personal and intra-personal, are essential to be successful in the group discussion and interviews. This is because, all Chartered Accountants, no doubt, are very capable and strong in the knowledge of the subject which they have studied the hard way but presentation of their knowledge should stand the test conducted, it is therefore intended to design the various aspects of the winning communication, in order to enable the young Chartered Accountant to place him/her at a better position and in a satisfactory manner, when he/she face the interview panel.

Non-verbal Communication

Are you aware that only a small percentage of the impression you make on other people stems from purely verbal communication, i.e. from the words you use? What makes a much greater impact is the so-called Non-verbal Messages.

These include all forms of communication other than the actual words and their meanings, i.e.

- Vocal pitch & emphasis
- Pupil size
- Speed of speech
- Distances/territories
- Breathing
- Gestures/movements
- Posture/stance
- Clothing/dress
- Footwear, Jewellery & Accessories
- Facial expressions
- Status symbols/other objects
- Eye contact
- Eye movement

A mass of literature has appeared in recent years on this topic and there is range of different groupings and names for the various elements of non-verbal communication, which we have detailed here. The term is “Body Language” and is often used to mean non-verbal communication.

The most significant features of non-verbal communication are body language (seen) and voice (heard)

How do we communicate?

Purpose: To establish the significance of non-verbal communication.

What to do: Imagine you are meeting someone for the first time.

Ask yourself how much you communicate by:

- The actual words you say
- The way you says those words, e.g. tone, speed etc.
- Your body language

Put in basic terms, body language is the message you receive when you watch a silent film, or a television programme with the sound turned down.

Body language tells you more about what people really mean than all the words in any spoken language in the world. Anyone you communicate with male or female, customer, colleague, family, friend, child, sales person, politician all use non-verbal communication.

At any given moment, your brain can assume a certain attitude and communicate this to various parts of your body, which promptly responds with specific actions or expressions, i.e. body language. Many of the gestures and signals sent out by the body are communicated to the surrounding world without us consciously realizing it.

Body Language Includes

Movements, posture, sitting position, use of the arms, facial expression, emotions, eye movements, handshake, way of walking, distance from others (territories), dress, etc. Even apparently very small, ordinary gestures, are not noticed.

It is one thing to be able to interpret other people's body language but it is quite another to be able to master your own body language and realize its relevance to the message you are giving.

If you want some cast iron examples of the importance of body language, consider actors, teachers, instructors, salesman (and service-givers with direct customer contact). The words they use are often the same (or most), but whether they are good or bad in the role, succeed or not, depends entirely on their mastery of body language and the degree to which their words and body language convey the same message. When you have learned how to interpret body language you will have opened the door to a New World!

Word may lie but the body seldom does!

It requires training to interpret other people's body language, but it can be done. You can ascertain whether the people you are communicating with are lying, bored, impatient, sympathetic, defensive, agreeing or disagreeing. You can decide whether they are open, nervous, calculating, suspicious, angry, worried, insecure, etc. The importance of this to people in a service situation is obvious. You can also learn to see hidden, social, emotional and other intention in the gestures of someone you know or want to know.

Body language during an interview

During an interview, your body language is telling the interviewer many things. He/She can tell if you are nervous or self confident and poised.

The Language of Nervousness

- Sitting tensely at the edge of a chair, ready to run
- Cracking one's knuckles
- Anxious look on one's face
- Not looking directly at the face and eyes of the person speaking to you Instead, looking down or shifting eyes around the room
- Feet, knees, hands, fingers tapping in an endless way
- Constantly pushing back or handling of hair
- Playing with keys, mobile phone or tapping a pencil
- Nervous laughter or constant fixed smile
- Coughing, voice cracking while speaking

The Language of Arrogance

- Sitting to relaxed in your chair
- Lounging back with legs crossed widely at the knee
- Head thrown back and looking and speaking down over the node
- Talking while playing with keys or tapping a pencil.
- A patronizing and over-confident manner puts people off and makes one a most unacceptable candidate

The Language of Confidence

- Sitting well back on the chair
- Body still and upright but not rigid
- Looking directly at anyone talking to you
- Turn by turn creating eye contact with all the members of the board you speak to

- Speaking naturally
- Sometimes smiling when you speak (not giggle or simper)
- Exuding pleasantness, confidence and poise

Vice President, ICAI
CA. Uttam Prakash Agarwal addressing one of the programme organized by Committee for Members in Industry

Part C

Major Activities of Committee for Members in Industry (CMII)

"Every day is precious."

–BARBARA JEAN

Mission and Objectives of the Committee

Mission

The mission of the Committee for Members in Industry is to encourage and enhance close links between the Institute and the Chartered Accountants working in industries in various capacities so as to provide for them, a base of reference in terms of knowledge, expertise, skills and assistance in individual career growth through the development of extensive and intensive relationship with organizations, agencies of the Government, Departments and Ministries of the Central and State Government in such manner as to provide the maximum possible exposures to the world of trade, commerce, industry and Governance, while simultaneously pursuing the goal of providing the maximum of employment opportunities.

Objectives

- To organize campus interviews with participation of all possible employer organizations for all the fresh Chartered Accountants seeking employment through the Institute.
- To provide assistance to members in industry for their career growth.
- To consider the ways and means to enhance the participation of the members in employment in the activities of the Institute.
- To explore and develop fresh avenues of employment for members.
- To provide sector specific assistance in improvement of skills of members in employment.
- To develop a Data Bank Sector wise listings the leading members of the Institute.

Placement Portal www.placements-icai.org

The Committee conducts the Campus Placement Programme for the newly qualified Chartered Accountants twice a year through its Placement Portal www.placements-icai.org

Statistics of the Members working in Industry/Practicing

(i)	Members working in industry	-	69687
	ACAs with no COP	-	52566
	ACAs with part time COP	-	6067
	FCAs with part time COP	-	3283
	FCAs with no COP	-	7771
(ii)	Practicing Members	-	68731
	Full time ACA	-	21155
	Full time FCA	-	47576

Campus Placement Programme
August September- October 2007

In all 1823 candidates had the opportunity to avail the service. The bio-data of these professionals were classified centre- wise and they were given an opportunity to meet 252 interview boards of 118 organizations at nineteen centres. The following table shows the statistical information of campus interview at a glance:

Centre	Available Candidates	No. of Interview Panels	No. of Jobs Offered	No. of candidates Accepted the offer
Bhilai	7	1	1	1
Chandigarh	33	5	11	7
Nagpur	23	6	22	1
Ernakulam	9	3	6	2
Surat	15	4	6	4
Baroda	10	2	1	1
Coimbatore	4	1	1	1
Indore	38	7	20	20
Kanpur	18	4	12	12
Ahmedabad	130* (122 +8)	9	32	30
Hyderabad	82* (75+7)	21	55	52
Jaipur	77	12	37	37
Pune	94* (90+4)	10	38	38
Bangalore	109* (107+2)	25	73	73
Chennai	160* (149+11)	28	156	153
Kolkata	133* (128+5)	34	87	78
Mumbai	406* (368+48)	35	233	233
New Delhi	585* (550+35)	39	432	422
Special Recruitment Window		2	17	17
Rank Holder List		4	6	5
Total	**1823**	**252**	**1247**	**1187**

* The total number of candidates includes the merged candidates from various smaller centres.

Major Highlights of Campus Placement Programme

The following are the highlights of the Campus Placement Programme conducted during August- September October 2007:

Aug-Sep-Oct,2007

(i) Highest

a) Rs. 12,00,000 lacs PA by Landmark Gulf Group for international Posting
b) Rs. 11 lacs PA offered by Standard Chartered Bank for domestic posting.
c) No. of candidates who have been made salary offer of Rs. 5.00 lacs and above is 830.

+1USD=45 INR

Trends in salary Packages offered in August- September- October 2007 in comparison to February March 2007

In August- September October 2007 Campus Placement Programme the maximum salary was offered to 17 candidates @ Rs. 12 lacs per annum for international posting. For Indian posting the maximum salary was offered to four candidates @ Rs. 11 lacs per annum.

The average (weighted average salary) works out to be Rs. 5.96 per annum. Details are as below:

Salary Range	Number of Candidates Feb-Mar 2007	Number of Candidates Aug-Sep-Oct 2007
Rs. 9,00,000 and above	27	31
Rs. 7,50,000 to Rs. 8,99,000	22	158
Rs. 5,00,000 to Rs. 7,49,000	749	641
Rs. 3,50,000 to Rs. 4,99,000	773	344
Rs. 2,50,000 to Rs. 3,49,000	253	13
Below Rs. 2,50,000	16	NIL
Total	1840	1187

Top Ten Recruiters during the Aug-Sep-Oct, 2007 Campus Interviews :

S No.	Company Name	Selected
1	ICICI Bank	303
2	RIL	71
3	Infosys Technologies LTD	47
4	Vedanta	45
5(a)	IOCL	27
5(b)	HPCL	27
6(a)	Genpact	26
6(b)	Ernst & Young	26
7	NHPC	25
8	TCS	24
9	Wipro BPO	23
10(a)	BSR & CO.	22
10(b)	SEBI	22

A participating organisation giving a presentation at the Campus Placement Programme.

Top Ten Remunerations offered during the August September October 2007 Campus Interviews in comparison with February -March 2007

February March 2007:

Sl. No.	Name of the organisation	Remuneration offered (Rupees in lacs)	Candidates Selected	Centre
1.	Olam International	Rs. 38,25,000 lacs P.A (USD+ $85000) For International posting	2+2=4+1(For Indian opening Rs. 5,00000)	Delhi,Chennai
2.	Sharaf Shipping Corporation	Rs.10,80,000 lacsP.A. (USD+ $24000) For International posting	7+2=9	Delhi,Jaipur
3.	Citi bank	Rs. 10,00,000 P. A.	5+2+2=9	Mumbai,Chennai+ Rank holder List
4.	Cadbury India Ltd.	Rs. 9,75,000 P. A.	1	Mumbai
5.	ABN Amro	Rs. 9,00,000 P. A.	2+1=3	Delhi,Mumbai
6.	ITC Limited	Rs. 8,63,000 P. A.	4+1=5	Kolkata,Hyderabad
6.	Bank of America	Rs. 8,63,000 P. A.	6	Delhi
7.	ICI India Limited	Rs. 8,60,000 P. A.	2	Delhi
8.	Eta Ascon Group UAE of Companies,	Rs.8,10,000 P. A. (USD+ $18000) For International posting	9	Chennai
9.	BPCL	Rs. 6,57,000 P. A	4	Mumbai
10.	ICICI Bank	Between Rs. 6.01 lacs to 8.32 lacs P. A	50+31+19+5+6=111	Special recruitment Window + Indore, Jaipur, Coimbatore, Baroda

+ 1USD =45 INR

Top Ten Remunerations offered during the Aug-Sep-Oct, 2007, Campus Interviews:

Sl. No.	Company Name	Remuneration Offered	Candidates Selected	Centre
1	Landmark Gulf Group	1200000 (International Posting)	9+7+1=17	Hyderabad,Chennai, Kolkata
2.1	Standard Chartered	1100000	3+1=4	Mumbai,New Delhi
2.2	Standard Chartered	1000000	1	Mumbai
2.3	Standard Chartered	950000	1	Delhi
2.4	Standard Chartered	850000	1	Delhi
2.5	Standard Chartered	800000	1	Mumbai
2.6	Standard Chartered	750000	1	Mumbai
2.7	Standard Chartered	700000	2	Mumbai
3	CITI Bank	1000000	3+2=5	Chennai,Mumbai
4	Procter & Gamble	962000	1	Rank Holder List
5	ETA Escon group of Companies	960000+$24,000P.A. (International Posting)	2	Chennai
6.1	ITC	863000	2+1=3	Bangalore,Kolkata
6.2	ITC	857000	3+2+1+1=7	Delhi, Pune, Jaipur, Hyderabad
7.1	ICICI Bank	825000	90	Delhi
7.2	ICICI Bank	625000	102+44+ 40+27=213	Delhi, Chennai, Mumbai, Kolkata
8	Britannia Industries Ltd	815000	3	Hyderabad
9(a)	Morgan Stanely	800000	14	Mumbai
9(b)	Nestle	800000	1	Delhi
10(a)	Yes Bank	750000	13+3=16	Mumbai,Delhi
10(b)	JP Morgan	750000	8	Delhi

+1 USD=40 INR

CPE requirements for the members engaged otherwise than in practice

All the members who are not holding Certificate of Practice or are residing abroad (whether holding Certificate of Practice or not), unless exempted, are required to:

(a) Complete at least 45 CPE credit hours of structured/unstructured learning in each rolling three-year period

(b) Complete minimum 10 CPE credit hours of structured/unstructured learning in each year.

Questionnaire to all the Members Working In Industry

In order to understand & analyse the expectations of the Members in Industry from the Institute and to encourage them to join the mainstream, CMII has made a questionnaire, which can be downloaded from www.placements-icai.org/imgs/question-email.doc

Centre	Dates*
Ahmedabad, Chandigarh, Coimbatore, Ernakulam, Hyderabad, Indore, Jaipur, Kanpur, Nagpur, Pune and Surat	17th March 2008 to 20th March 2008
Bangalore, Chennai, Kolkata, Mumbai and New Delhi	8th April 2008 to 17th April 2008 (14th April 2008 is Holiday for Ram Navmi)

**Excluding Sunday*

If you need any assistance regarding our Placement Programme, please feel free to contact...

Dr. Surinder Pal
Secretary, Committee for Members in Industry,
The Institute of Chartered Accountants of India
'ICAI Bhawan', Indraprastha Marg,
Post Box No.7100, New Delhi-110002
Telephone: +91(11)30110442/450,
39893989 Ext.442/450
Fax : +91 (11) 30110583
E-mail: campus@icai.org, spal@icai.org

Organising of CFOs (Corporate Accountants) Meet.

CMII organized CFOs (Corporate Accountants) Meet at the following places during its last term:

1. 14th April 2007 at Mumbai
2. 22nd of June 2007 at Indore
3. 22nd of September at Jaipur
4. 29th December 2007 at Hyderabad
5. 28th January 2008 at Kolkata
6. 29th January 2008 at Chennai
7. 30th January 2008 at Ernakulam
8. 31st January 2008 at Coimbatore
9. 1st February 2008 at Bangalore

CFOs Guild
(Corporate Accountants Guild)

The Committee for Members in Industry of the Institute of Chartered Accountants of India has set up a CFOs Guild (Corporate Accountants Guild). The Guild is for our members who are occupying high positions (CEO/CFO/Treasury Head/Head of Analyst, GM or above) in Industry. The primary objective of setting up such a guild is to develop a platform where highly intellectual and talented pool of people from various organizations can discuss various issues concerning the profession in general and for Members in Industry in particular.

They can plan, formulate and strategize policies for improving the image of the Chartered Accountants in the eyes of the Industry. Industry specific Seminars/ Conferences/ Round Table meetings can also be organized to discuss the matters pertaining to the industry and make them the Brand Ambassadors of the profession. The Members shall also be apprised of the various happenings of the Institute, from time to time.

These members are regularly sent all the updates pertaining to Committee for members in Industry. They are also being sent regularly updates from PDC portal www.pdicai.org free of cost. As of date, 2102 members are registered with this CFOs Guild(Corporate Accountants Guild).

Guild for the Members in Industry

The Committee for Members in Industry of the Institute of Chartered Accountants of India has set up a guild for our Members serving in Industries. The Primary objective of setting up such a guild is to develop and maintain an industry wise database of the members of our Institute serving in industries. Further, the guild shall act as a forum where various issues concerning the profession in general and for Members in Industry in particular can be discussed.

Industry specific Seminars/ Conferences/ Round Table meetings can also be organized to discuss the matters pertaining to the industry and make them the Brand Ambassadors of the profession. The Members shall also be apprised of the various happenings of the Institute and updates in respective fields from time to time.

The members working in industry may register themselves at http://www.placements-icai.org/sm mem_frm.asp to become its members.

Opening up a Regular channel of communication with Members in Industry

Committee for Members in Industry has set up a corporate Desk at New Delhi. This Corporate desk exclusively deals with Members in Industry and provide a single point interaction at the Head office. It helps members in industry in technical, administration and other matters.

Formation of Norms for the Study Circles for Members in Industry

In helping members in industry to earn required number of CPE hours Committee for Members in Industry wish to frame norms to establish Study Circles for Members working in Industry. The members in industry shall get technical updates and resolution of industry-specific issues by attending such meaningful workshops/study circle meetings.

RECOMMENDATORY DRESS CODE FOR MEMBERS OF ICAI

With a view to ensure dignity in appearance and as a part of brand building of the profession, the Council of ICAI has prescribed the following dress code:

1. Male members may wear Indian National dress (i.e. a long buttoned up coat on dhoti or churidar pyjama) or full sleeves shirts with trousers and shoes.
2. Female members may wear saree or salwar kamiz or trousers and shirt.
3. Members are encouraged to wear a suit or a blazer with tie (preferably of ICAI) as may be appropriate to the occasion.
4. Where, however, members appear before any judicial forum and they have been prescribed a dress for appearing before such forum, then such dress shall apply in lieu of the dress mentioned above.
5. Similarly, in respect of members in employment the dress shall be governed by the rules, if any, prescribed by the concerned organisation, in lieu of the dress mentioned above.

Considering that the purpose of prescribing the dress code is to uphold the dignity and to enhance decorum, members are particularly required to adhere to the dress code when they represent before any statutory authority or when attending a business meeting or important events. On all other occasions, members are advised to be properly dressed in their professional capacity.

Candidates attending the presentation at the Campus Placement Programme.

Admission as a Fellow Member [Section 5(3) Regulation 5(3)]

An associate member is eligible for admission as a fellow member if he satisfies the eligibility conditions laid down under section 5(3) of the Chartered Accountants Act 1949 and Regulation 5(3) of the CA. Regulations 1988.

Eligibility

An associate member will be admitted as a fellow member if he satisfies the following conditions:

a. Continuous practice within India for a period of not less than 5 years Or

b. He has been an associate member for a continuous period of not less than 5 years and has been in government service or is ordinarily holding or has held for a continuous period of not less than 5 years any one or more posts carrying duties relating to accounts, cost accounts, audit, finance, taxation, company law and /or secretarial work in :

   i. an educational institution approved by the Council; or

   ii. a private or government, industrial, commercial or trading undertaking having a minimum paid-up capital of Rs. 25 lakhs or a minimum turnover of Rs.50 lakhs or a minimum paid-up capital of Rs. 10 lakhs and a minimum turnover of Rs.30 lakhs or a minimum total assets of Rs.50 lakhs;

   iii. employed under a statutory authority; or

   iv. employed under a local authority having within its jurisdiction a population of not less than 5 lakhs during each of the five years of his service.

c. Continuous service for a period of not less than 5 years as a full-time paid assistant under a practising Chartered Accountant or in a firm of Chartered Accountants.

Note:

A member either partly in practice and partly in service, holding one or more posts mentioned above is also eligible for admission as fellow provided the total period of practice and/or service shall be continuous and be not less than 5 years.

However, Institute provides for condonation of break in continuity of service or practice for a period not exceeding one year provided the actual period of service and practice together is not less than 5 years.

In case of break in employment and practice the break in continuity in service or practice for a period not exceeding 1 year can be condoned by the competent authority.

Requirements

The member is required to comply with the following :-

a. Submit Form 3, complete in all respects. In case there is a change in signature of the member the attested new specimen signatures may also be submitted.
b. The details of fee payable is as under*: -
   i. Admission fee - Rs. 200/-
   ii. Fellow Membership fee - Rs. 900/-
   iii. Certificate of Practice fee (if intends to hold) - Rs.800/-
c. A member who has already paid the membership fee for the year as an associate, is required to pay the balance membership fee of Rs. 600/- and a sum of Rs. 200/- towards admission fee as a fellow.
d. In case of employment :-
   i. Service Certificate(s) from the employer(s) mentioning date of joining/leaving, nature of duties performed and the post(s) held; and
   ii. Certificate(s) from the company(ies) regarding paid-up capital, turnover and total assets for the relevant period of 5 years or company's annual reports for the relevant period.
e. A member can apply for admission as a fellow member 30 days prior to the completion of 5 years of continuous practice or employment with requisite Forms and fee.
f. On satisfactory compliance of the above requirements, fellowship can be granted from the date of receipt of Form 3 and the requisite fee or from the date of completing 5 years continuous practice or employment whichever is later. If the application has been made in advance fellowship will be granted from the date of eligibility.
g. A letter of admission as a Fellow Member will be issued.
h. The script of fellow membership and Certificate of Practice (if sanctioned) will be sent by Registered/Speed Post within 3 to 4 months from the date of issue of fellowship letter.

**The revised rates of membership fee w.e.f. form 01/01/2008 is available in the June 2007 issue of The Journal 'The Chartered Accountant' at page#1972.*

TO ALL THE MEMBERS WORKING IN INDUSTRY

Committee for Members in Industry is one of the non-standing Committees of the Institute. The Mission of the Committee is to encourage and enhance close links between the Institute and the Chartered Accountants working in industries in various capacities so as to provide for them, a base of reference in terms of knowledge, expertise, skills and assistance in individual career growth through the development of extensive and intensive relationship with organizations, agencies of the Government, Departments and Ministries of the Central and State Government in such manner as to provide the maximum possible exposures to the world of trade, commerce, industry and Governance, while simultaneously pursuing the goal of providing the maximum of employment opportunities.

In order to understand & analyse the expectations of the Members in Industry from the Institute and to encourage them to join the mainstream, we request you to fill in the following questionnaire and get it emailed to us at placements@icai.org.

1. Are you holding continuous membership of the Institute ? Yes / No.
   If No, then specify reason and the period (no. of years) of such discontinuance in membership. ____________________
   (Note-Please let us know how we can assist you in any matter relating to your membership).

   ____
   ____
   ____

2. Are you aware that the Institute has made minimum of 10 CPE hours mandatory during a calendar year and 45 hours in each the rolling three year period w.e.f. 1.1.2008, for the members who are not holding certificate of Practice?

   ____
   ____
   ____

3. In helping members in industry to earn a the required CPE credit, Committee for Members in Industry wish to frame norms to establish Study Circles for Members working in Industry. Please give your suggestions.

____

____

____

4. Are you interested in being a resource person of the programmes organised specifically for the Members in Industry ? Yes/ No
If yes, specify your area of interest ________________________
If no, can you suggest any other member who could take up such sessions ?

____

____

____

5. Are you aware that the Committee has set up a Placement Portal www.placements-icai.org, which also provides placement services to Newly Qualified Members, free of charge ?

____

____

____

6. Are you aware that more than 1800 CAs were recently selected through the Campus Placement Programme of the ICAI ? Please give your suggestion to make changes in the Placement Portal to make it more interactive and useful.

____

____

____

____

7. Are you aware that CFO Guild (Corporate Accountants Guild) exists on Placement Portal www.placements-icai.org ? Any Member in Industry who is a Chartered Accountant working in the rank of a CEO/CFO/Treasury Head/Head of Analyst, GM or above can be a member of this CFO Guild (Corporate Accountants Guild). These members are being sent regularly updates from PDC Portal www.pdicai.org free of cost and also updates pertaining to Members in Industry. Would you like to become a member of this CFO Guild (Corporate Accountants Guild)?

8. Are you aware that Institute is running the following Post Qualification Courses ?

a) Management Accountancy Course (MAC)
b) Corporate Management Course (CMC)
c) Tax Management Course (TMC)
d) Insurance and Risk Management (IRM)
e) Information System Audit (ISA)
f) International Trade Laws and WTO

Committee for Members in Industry has also organised many workshops on IFRS and US GAAP in all parts of the country.

Would you like to give any suggestions on what type of new courses need to be organised for the benefit of Members working in Industry ?

9. CMII intends to make database of CAs working in various Industries alongwith their area of specialisation. Can you suggest us some format in which we should start collecting the database of CAs working in Industry ?

10. Can you suggest us the names of the Chartered Accountant CEO/CFO/Top Executives/Treasury Head/Head of Analysts, etc. who is at the helm of affairs of your organisation along with his success story, which we intend to publish ?

11. Can you provide us suitable articles relevant for Members in Industry for publication by us in ICAI Journal ?

12. Can you provide us the topics for holding Seminars/Work shop/Conferences, which are useful for Members In Industry ?

13. Can you also suggest topics of relevance to Members in Industry on which publications could be brought out by the Committee for Members in Industry, which would prove useful for Members in Industry ?

14. Are you aware of the issues involved in switching over from Industry to Practice and vice versa ? In your opinion, what are the three major issues involved and where do you see the ICAI /Senior members from Industry/ in Practice etc. can help and how ?

15. What are the additional initiatives the Institute should undertake to assist Members in Industry ? Would you be interested in participating in any of these initiatives ? Please specify.

Further, we would be obliged if you could kindly arrange to provide the details of Chartered Accountants serving in your esteemed organisation as per the format (given on next page) to help us to compile a data base:

Details of Chartered Accountants working in the organisation:

Name of the Member : ACA/FCA

(Tick whichever is applicable)

Name & Address
of the Organization : ____________________

Membership No. : ____________________

Designation : ____________________

Job profile : ____________________

Communication Address : ____________________

Telephone No(s) (O) : ____________________

(R) : ____________________

Fax No. : ____________________

Email id : ____________________

Regards,

CA. Sanjeev Maheshwari
CHAIRMAN
Committee for Members in Industry,
The Institute of Chartered Accountants of India,
'ICAI BHAWAN', Post Box Number 7100,
Indraprastha Marg,
NEW DELHI - 110 002.
India

Bibliography*

Recomemded Magazines, Books, Journals, Websites

Business

Business India
Business World
Business Today

Economics

The Economist
The Economic and Political Weekly

Investments and Capital Market

Dalal Street
Capital Market
Outlook Money
Insurance
Bajaj Investors India
Fortune India
Mutual fund Insight

Accounting and Laws

The Chartered Accountants Journal
The Company Secretary Journal
The Bombay Chartered Accountants' Society's Journal
RBI Publications
SEBI Publications

*Indicative**

Important Websites

http://www.ipo.com/
http://www.etrade.com/
http://www.schwab.com/
http://www.indiainfoline.com/
http://www.capitalmarkets.com/
http://www.equitymaster.com/
http://www.valuenotes.com/
http://www.icicidirect.com/
http://www.vcsearch.com/
http://www.entrepreneurs.com./
http://www.quicken.com/
http://www.bseindia.com
http://www.cfo.com

Knowledge Management

www.brint.com

Indian Economy, Customs

www.indiainfoline.com

Service Tax

www.servicetax.com

CRISIL

www.crisil.com

Cyber Law

www.cyberlaws.com

SEBI

www.sebi.gov.in

Form "2"

[See Regulation 5(i)(a)]

The Institute of Chartered Accountants of India

Form of Application for entry in the Register

To,

The Secretary
The Institute of Chartered Accountants of India

1 095148 057756

Space for Official Stamp

Dear Sir,

I beg to apply that my name be entered in the Register. I hereby declare that I am not subject to any of the disabilities stated in Section 8 of the Chartered Accountants Act, 1949. The required particulars are furnished below: -

1. Name in Full (Block Letters)

First Name :

Middle Name :

Last Name

2. Father's Name:

3.* Date of Birth : __ __ – __ __ – __ __ __ __

4. Nationality: a. Indian ◯ b. Others ◯

5. Educational Qualification:**

Examination	Board/ Authority	Year	Result		
			Marks Obtained	Max Marks	Awaited
X					
XII					
Degree					◯ Yes
Others					◯ Yes

* Applicants are requested to produce evidence of their age.

** Original diplomas/Certificates and/or other documents, or attested copies thereof, in support of qualification must be sent with the application.

6. **The year and month with Roll Number(s) in which the applicant passed the various Groups of the Final Examination**

Month		Year	Roll No.	Group
May ◯	Nov ◯			1 ◯
May ◯	Nov ◯			2 ◯
May ◯	Nov ◯			Both ◯

7a. **The name of the Chartered Accountant(s) in practice or the firm of Chartered Accountants in practice under whom the applicant served as an Articled Assistant / Audit Assistant. The period of service together with the dates of commencements and termination may be indicated**

Sr.No.	Name of Member/Firm	Member/Firm No.	From Date / To Date
1			– – – –
2			– – – –
3			– – – –

7b. **Articles / Audit Registration No.**

7c. **Details of such other practical training which has been recognized by the Council as equivalent to practical training under the Chartered Accountants Regulations**

Name of approved organisation

From: – – **To:** – –

8. **Period of Residence in India** **Years:** **Months:** **Days:**

9. **If not an Indian citizen, please state whether Certificate of Indian Domicile has been obtained:**

Yes ◯ **No** ◯

5 095148 057790

10. Residential Address:

City

State Code

Pin

Phone No. with STD Code /

Country:

Email id

Mobile No.

11(a) Professional Address(es) (if different from 10) Same As in Column 10 above ◯ Yes ◯ No

City

State Code

Pin

7 095148 057804

Phone No. with STD Code /

Country:

Email id

Mobile No.

Fax with STD Code /

(b) Principal place of business

11(c) Other Places of Business, if any:

12. Whether the applicant is incharge of the place or places mentioned at 11 above? If not the name(s) and membership number(s) of the member(s) of the Institute who is/are incharge of that those place(s) and his/their address(es).

Yes ◯ **No** ◯

Membership No.	Name	Address

13. If the applicant is a paid assistant to a Chartered Accountant in practice or in a firm of such Chartered Accountants, name of the Chartered Accountant in practice or the firm and from which date.

MRN/FRN	Name of Member/Firm	Date
		– –

14. If the applicant holds a salaried employment other than that covered by 13 above, full particulars thereof

Date of joining	Designation
– –	

Name of Employer

Address

City

State Code

Pin

15. **Whether the applicant intends to practise as Chartered Accountant under the Chartered Accountants Act, 1949.**

Yes ○ **No** ○

16. **Whether the applicant intends to continue the engagement at 13 or 14 above in addition to practice.**

Yes ○ **No** ○

17. **Whether the applicant is engaged in any other business or occupation not covered by 13 or 14 above, if so, full particulars thereof**

Yes ○ **No** ○

Date from which engaged [ ][ ] — [ ][ ] — [ ][ ][ ][ ]

Designation [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]

Name of concern/company

[ ]

18. **Whether the applicant was at any time debarred from practising as an accountant and if so, the reason and period of suspension** **No** ○ **Yes** ○

Reason : [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ] **Period : dd** [ ][ ] **mm** [ ][ ] **yy** [ ][ ]

19. **If the applicant wishes to practise in a 'trade or firm name' particulars of the trade or firm name, as the case may be, with alternatives in the order of preference**

1. [ ]

2. [ ]

3. [ ]

4. [ ]

20. **If the applicant had taken any loan scholarship from the Institute, the total amount of loan scholarship received, the amount paid off and the balance outstanding.**

No ○ **Yes** ○

Total Amount	**Amount Paid**	**Balance Amount**
[ ][ ][ ][ ] / -	[ ][ ][ ][ ] / -	[ ][ ][ ][ ] / -

2. **I hereby undertake that if my name is entered in the Register, I shall be bound by the provisions of the Chartered Accountants Act, 1949 and the Regulations framed thereunder or that may hereafter from time to time be made pursuant to the said Act.**

3. (i) I also send herewith a sum of Rs. 600/- being my entrance fee of Rs. 300/- and annual membership fee of Rs. 300/- for the year ☐☐☐☐ - ☐☐☐☐

(ii) A sum of Rs. 800/- is also forwarded for the annual Certificate of Practice for the period ending 30th June ☐☐☐☐

Yours faithfully

(Within the frame oly)

Signature

Place

Date — —

7 095150 646690

Life membership of Chartered Accountant's Benevolent Fund

I hereby also apply for Life Membership of Chartered Accountants Benevolent Fund. Application in the appropriate form is sent herewith.

I also send herewith Rs. 1,000/- towards the subscription of Life Membership of the"C.A.B.F."

Please affix Recent Coloured Photograph

9 095148 057864

(Within the frame only)
(With Black Gel Pen Only)
Signature (Old)

(Within the frame only)
(With Black Gel Pen Only)
Signature (Current)

Details of Total Remittance		
	Member in Practice	**Member not in Practice**
Entrance Fee	Rs. 300/-	Rs. 300/-
Annual Membership Fee	Rs. 300/-	Rs. 300/-
Certificate of Practice Fee(if intends to hold)	Rs. 800/-	
C.A.B.F. Life Membership Fee	Rs. 1,000/-	Rs. 1,000/-
Total	Rs. 2,400/-	Rs. 1,600/-

Local Cheque / Pay Order/ Demand Draft No.

Drawn on Name of the bank

Dated — — **for** Rs 1600/- ○ Rs 2400/- ○

Documents to be submitted alongwith Form "2"

Fee : Local Cheque/Demand Draft/Pay Order - the fee as detailed above

Copies of :
1) Letter indicating completion of practical training
2) Marksheet/s for Both Groups of Final Examination of ICAI
3) Date of Birth Certificate as per SSC/ Matriculation Examination
4) Proof of Graduation
5) Certificates of completion of General Management & Communication Skill Course
6) If the applicant is a paid assistant in a C.A. firm. please enclose confirmation letter from the firm.

WHERE TO SUBMIT DOCUMENTS

Application Form, fee and other documents may be submitted to the concerned offices of the Institute, depending upon the state/city in which the place of business/Professional address of the applicant.

1. **The Deputy Secretary**
   Decentralised Office of the Institute of Chartered Accountants of India
   Plot No. 52, 53 & 54 Vishwas Nagar, Shahdara, Delhi - 110032
   Phone : EPABX : 91-011-30210600, 39893990
   Reception : 91-011- 30210601, 30210615
   Fax : 91-011-30210680, Grievance Desk : 91-011-30210613
   E-Mail : nromem@icai.org, Website : www.icai.org

   For applicants residing in the State of Delhi, Haryana, Himachal Pradesh, Jammu & Kashmir, Punjab and the Union Territory of Chandigarh.

2. **The Additional Director**
   Decentralised Office of the Institute of Chartered Accountants of India
   'Anveshak', 27, Cuffe Parade, Colaba, **Mumbai 400 005**
   Tele 39893989 Gram WIRCAB, Mumbai
   Fax : 39802953 E-mail : wromem@icai.org

   For applicants residing in the State of Goa, Gujarat, Maharashtra and Union Territories of Daman & Diu and Dadra & Nagar Haveli.

3. **The Sr. Asstt. Secretary**
   Decentralised Office of the Institute of Chartered Accountants of India
   122, Mahatma Gandhi Road, Nungambakkam, P.B. No. 3314
   Chennai 600034
   Tele : 39893989, 30210300 Gram SIRCAM, Chennai
   Fax : 30210355 Email : sromem@icai.org

   For applicants residing in the States of Andhra Pradesh, Karnataka, Kerala and Tamil nadu and the Union Territories of Pondicherry and Lakshdweep Islands

4. **The Sr. Deputy Secretary**
   Decentralised Office of the Institute of Chartered Accountants of India
   7, Anandilal Poddar Sarani, **Kolkata 700 071**
   Tele : 39893989 Gram EIRCA, Kolkata
   Fax : 30211145 E-mail : eromem@icai.org

   For applicants residing in the States of Arunachal Pradesh, Assam, Manipur, Meghalaya, Nagaland, Orissa, Sikkim, Tripura, West Bengal and Mizoram and the Union Territories of Andaman Nicobar Islands.

5. **The Deputy Secretary**
   Decentralised Office of the Institute of Chartered Accountants of India
   16/77-B, Civil Lines The Mall, **Kanpur - 208 001**
   Tele : 39893989 Gram CIRCA Kanpur
   Fax : 3011193 E-mail : cromem@icai.org

   For applicants residing in the States of Bihar, Chattisgarh, Jharkhand, Madhya Pradesh, Rajasthan, Uttar Pradesh and Uttaranchal.

****The Council of the Institute at its 268th Meeting, held from 30th April - 2nd May, 2007 has decided to increase Membership Fees under various categories w.e.f. 1st April 2008 as under.*

Membership Fee		*Annual Membership Fee*	
Entrance Fee	*Rs. 1000/-*	*Associate Fee*	*Rs. 600/-*
Fellow Admission Fee	*Rs. 1500/-*	*Fellow Fee*	*Rs. 1800/-*
		Certificate of Practice Fee	*Rs. 1600/-*
		Restoration Fee	*Rs. 1000/-*

MEMBERSHIP NO.	

To be filled in by Office

ISSUE OF IDENTITY CARD

It has been decided that all members of the Institute would be provided with an Identity Card.

Applicant is, therefore, requested to send two color photographs of passport size mentioning his name on the reverse of photograph, alongwith the following details.

Name ____________________
(In Block Letter)

Date of Birth ____________________

Blood Group ____________________

Professional Address ____________________

____

City ____________________ Pin Code ____________________

Phone: Office ____________________ Residence ____________________

E-mail Address (if any) ____________________

PASTE ONE COLOURED PHOTOGRAPH

PASTE ONE COLOURED PHOTOGRAPH

Signature with Jet Black pen

Signature outside/overlapping the frame will not be accepted

MEMBERS OF CMII FOR THE COUNCIL YEAR 2008-2009

Chairman

CA. Sanjeev Maheshwari
Chairman - CMII

Vice-Chairman

CA. Vijay K. Garg
Vice Chairman - CMII

Ex-Officio Members

President

CA. Ved Jain
New Delhi

Vice-President

CA.Uttam Prakash Agarwal
Mumbai

Members

CA. Bhawana Gautam Doshi
Mumbai

CA. James V.C.
Kochi

CA. Pankaj Inderchand Jain
Mumbai

CA. S. Gopalakrishnan
Hydrabad

CA. Harinderjit Singh
New Delhi

Shri Anil Agarwal
New Delhi

Shri Manoj K. Sarkar
Kolkata

CA. V. Murali
Chennai

CA. Abhijit Bandyopadhyay
Kolkata

CA. Anuj Goyal
Gaziabad

CA. Vijay Kumar Gupta
Faridabad

CA. Goel Jitender ★ CA. Porussam Doctor

CA. Amarthaluru Subba Rao ★ CA. Dharmakrishnan A. V. ★ CA. Kabra Suresh Kumar

य एष सुप्तेषु जागर्ति कामं कामं पुरूषो निर्मिमाणः।
तदेव शुक्रं तद् ब्रह्म तदेवामृतमुच्यते।
तस्मिंल्लोकाः श्रिताः सर्वे तदु नात्येति कश्चन। एतद् वै तत् ।।

(That person who is awake in those that sleep, shaping desire after desire, that, indeed, is the pure. That is Brahman, that, indeed, is called the immortal. In it all the worlds rest and no one ever goes beyond it. This, verily, is that, kamam kamam : desire after desire, really objects of desire. Even dream objects like objects of waking consciousness are due to the Supreme Person. Even dream consciousness is a proof of the existence of the self.

No one ever goes beyond it : of Eckhart : 'On reaching God all progress ends.')

Ahmedabad

Bangalore

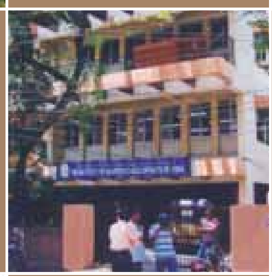
Kolkata

Chennai

Jaipur

Surat

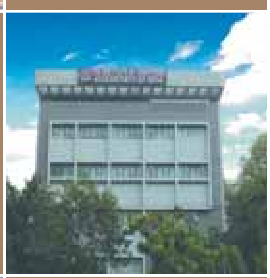
Coimbatore



Hyderabad

Pune

New Delhi



Indore

Nagpur

Chandigarh

Mumbai

Ernakulam

Kanpur

ISBN: 81-87080-73-6

Committee for Members in Industry

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA

"ICAI Bhawan", P.O. Box No. 7100, Indraprastha Marg, New Delhi - 110 002, INDIA
www.icai.org