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The Institute of Chartered Accountants of India
(Set up by an act of Parliament)

The Chartered Accountant STUDENT

Your monthly guide to CA news, information and events

SPECIAL ISSUE ON STRATEGIC MANAGEMENT

FINAL-MAY 2017 RESULTS

RAJ PARESH SHETH
FIRST RANK
DOMBIVALI

AGATHISWARAN S
SECOND RANK
VELLORE

KRISHNA PAWAN GUPTA
THIRD RANK
MUMBAI

Revised Scheme of Education and Training of ICAI: Prime Minister, Shri Narendra Modi launching the scheme on the CA Day in New Delhi. ICAI President, CA. Nilesh S. Vikamsey, Vice President, CA. Naveen N. D. Gupta, Immediate Past President, CA. M. Devaraja Reddy, Board of Studies Chairman, CA. Atul Kumar Gupta and Vice Chairman, CA. Mangesh Kinare also seen.

CA Students' Conference, Coimbatore: ICAI Past President, CA. G. Ramaswamy, Vice Chancellor, Tamilnadu Agricultural University, Dr. K. Ramaswamy and ICAI Central Council Member, CA. Sripriya K. seen in picture.

CA Students' Conference, Faridabad: Chairman, Board of Studies, CA. Atul Kumar Gupta, Central Council Member, CA. Vijay Kumar Gupta, Chief Guest Shri Hanif Quereshi, IPS, Commissioner of Police, Faridabad and other dignitaries paying attention to the ICAI motto song.

Chairman, Board of Studies, CA. Atul Kumar Gupta addressing the Students' Conference at Faridabad.

ICAI Central Council Member, CA. Vijay Kumar Gupta welcoming the Chief Guest Shri Hanif Quereshi. IPS, Commissioner of Police, Faridabad.

Immediate Past President, ICAI, CA. M. Devaraja Reddy being presented with a memento at the Conference.

CA Students' Conference, Kolkata. ICAI Past President, CA. Subodh Kumar Agrawal, Central Council Members, CA. Suhil Kumar Goyal, CA. Ranjeet Kumar Agarwal, EIRC Chairman, CA. Manish Goyal and other dignitaries at the inaugural function.

Board of Studies, Vice Chairman, CA. Mangesh Kinare addressing the Students' Conference at Kolkata.

My Dear Students,

As the nation celebrates 70th anniversary of its independence on August 15, 2017, I greet you all at this momentous occasion. The day reminds us of the great freedom fighters who laid their lives and the great statesmen who worked relentlessly to re-build the nation.

You as students of Chartered Accountancy profession are uniquely placed to usher in a new era of prosperity, growth and opportunities for all and develop an environment based on ethical values. I urge you to uphold the values of our profession with utmost sincerity and dedication, making the profession and the Nation proud.

Welcome to the Distinguished Profession

I convey heartiest congratulations to successful students of May and June 2017 exams. It surely evokes a great sense of accomplishment being proud members of the fraternity of Chartered Accountants. You must now **prepare for the giant leap from being a committed student to a competent, conscientious and committed professional** raring to take up challenges. As the placement process starts, you must critically analyze your preparedness and whet your communication and interpersonal skills to enhance your employability.

I congratulate and welcome all of you who have qualified CPT, to embark upon a significant academic journey. I am confident that you will continue to move ahead with your grit, perseverance and resilience in the process of becoming a world class professional.

Those of you, who could not make it this time, should not feel disheartened. Success is not measured by your marks but your commitment towards your goal that propels you to move ahead in the direction of your dreams and the indomitable spirit with which you follow your passion. You must overcome all negative emotions and have strong determination to resume your studies with much more vigor and zeal. You just need to introspect, to **analyze** your performance and **re-design** your strategy to leverage your strengths and overcome the shortcomings. Remember: ***If you set your mind on a purposeful and productive goal and work towards it consistently with single-minded dedication, you are bound to achieve it.***

CA Day Celebrations: A grandiose event

CA day function, an unprecedented and magnificent event in the history of ICAI, was celebrated on July 1, 2017 at Indira Gandhi Indoor Stadium. Our honorable **Prime Minister, Sh. Narendra Modiji,** graced the occasion. He launched the **"Revised Scheme of Education and Training",** the much awaited scheme of syllabus in sync with the requisites of the dynamic business environment. Eminent dignitaries who graced the occasion at New Delhi were Union Minister for Finance, Defence and Corporate Affairs Shri Arun Jaitley; Union Minister of State for Finance, Shri Santosh Gangwar, Union Minister of State for Finance and Corporate Affairs, Shri Arjun Ram Meghwal; Union Minister of State with Independent Charge for Power, Coal, New & Renewable Energy and Mines Shri Piyush Goyal;Union Minister of State (I/C) for Petroleum & Natural Gas, Shri Dharmendra Pradhan; Union Minister of State for Information and Broadcasting, Shri Rajyavardhan Singh Rathore; Revenue Secretary Sh. Hasmukh Adhia and Secretary MCA, Shri Tapan Ray. Similar state level events were organized by ICAI regional offices and branches wherein we have felicitated 11 Chief Ministers, 34 Union Ministers and 15 Finance/Commercial tax ministers of State Governments for their exemplary contribution and national spirit for launch of GST in India.

BoS: Your Knowledge Partner

The institute is mindful of learning requirements of our students *vis-à-vis* current business environment. To apprise our students about GST, the Board of Studies (BoS) of ICAI organized a 3-days **Refresher Course on GST** from July 2to 4, 2017 wherein a 2-hour webcast was organized every day followed by a one-day seminar on related topics at the regional councils and branches.

Similar webcasts on other professionally relevant topics such as **Filing of Income Tax Return, How to face Interview and Drafting of Appeals** were organized on July 6, 13 and 22 respectively to prepare students for their professional journey ahead. Large number of students viewed these webcasts and benefitted from them. For later reference, recorded version of all these webcasts are available on the http://cloudcampus.icai.org/page.html?page_id=19which can be referred as per your convenience.

A number of students' conferences were organized in the previous month by BoS at Salem, Baroda, Kolkata, Faridabad and Indore. I am sure it would have been an enriching experience for all student participants. Many such conferences are being scheduled in the current month at Ghaziabad, Guntur, Palghat and Udaipur. I advise you to attend these conferences as they offer a unique opportunity to interact with doyens from industry and veteran practitioners helping you gain valuable insight into corporate culture and technical nuances pertaining to the profession.

Let the quest for excellence and pursuit of knowledge be your driving force to move ahead in all your endeavors.

All the Best,

N. S. Vikamsey

CA. NILESH S. VIKAMSEY
PRESIDENT
ICAI, NEW DELHI

For success, attitude is equally as important as ability - Harry F. Banks

VICE PRESIDENT'S COMMUNICATION

Dear Students,

I would like to extend my heartiest greetings on the occasion of the 71st Independence Day. Indeed, it is a historic day to refresh our memories of freedom struggle and pay our rich tributes to the martyrs who sacrificed their lives with extreme courage and noble spirits to make our motherland free from foreign rule. At this juncture, the role of accounting professionals is of great significance. Now it has become our responsibility to create an atmosphere for the quick and smooth progress of our country by adopting the best accounting practices.

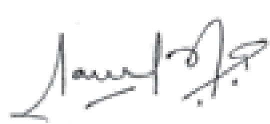
I would like to convey my hearty congratulations to all the students who have successfully cleared the May & June 2017 Examinations. Your grand success reflects your perfect qualities of perseverance. I believe that the secret behind your success is your hard work and dedication. As ***Larry Bird*** rightly said, ***"I've got a theory that if you give 100 percent all of the time, somehow things will work out in the end."*** One cannot enjoy the fruit of success without hard work. I hope this saga of success is only a beginning of your professional career and not your final destination. You have to do a lot more to scale new heights of fame and success. The famous American novelist and poet ***J. G. Holland*** said, ***"God gives every bird its food, but He does not throw it into its nest."*** I also appreciate the students who have secured the top ranks in all India level.

The students who have not been fortunate to clear the examinations are advised to take their studies more sincerely and regularly. Never give up your hope and never be discouraged or disheartened. I would like to draw your attention to the famous quote of ***Dr. George Bernard Shaw. "When I was young, I observed that nine out of ten things I did were failures. So I did ten times more work."***

You must chart out a new strategy and plan from now onwards to tackle the next examinations with sincerity and dedication. Also go for an introspection to find out what might have gone wrong in achieving a positive result. You should also reorient your strategy of preparation with a positive mind. Gear up your preparations for the next attempt by making full use of the educational inputs provided to you by the Board of Studies and by repeated practice of tackling and solving practical problems and situations in different subjects. You should also take the articleship training more seriously and develop a practical approach to tackle the examinations.

To meet the challenges of a highly competitive professional world, you need to bring out and sharpen your skills. The CA Students' Conferences are the real platforms where you can show-case your hidden talents and from where you can witness the amazing performance of your fellow students. I wish more number of you would come forward to participate in the upcoming conferences, which would ultimately help in your professional development by enhancing your presentation and communication skills. The extra – curricular activities will definitely empower you to boost your confidence level and will offer the best platform to demonstrate your skills before the rest of the world.

Yours sincerely



CA. NAVEEN N. D. GUPTA
VICE PRESIDENT, ICAI, NEW DELHI

Success is the sum of small efforts, repeated day-in and day-out – Robert Collier

Dear Students,

Results of CA Final examination and Common Proficiency Test (CPT) are out & I am happy to share the stats of the result. Students have performed brilliantly in both groups, 14 per cent passed in Group I and 16 per cent in Group II of the Final Course. As far as CPT is concerned, more than 40 per cent candidates passed it and entered the first stage of CA's new curriculum. My heartiest congratulations to all the successful students and their family! My special compliments to Raj Paresh Sheth, Agathiswaran.S and Krishna Pawan Gupta for securing first, second and third rank, respectively in Final course. Those of you who were not able to clear the examinations should not get disheartened. We should approach the studies with a fresh perspective. I am sure if you work hard and with sincerity & consistency, nothing can stop you from being successful.

Revised Scheme of Education and Training: A Dream Come True

We are happy to share that finally our dream of launching the Revised Scheme of Education and Training has come true. The new scheme was launched by the Hon'ble Prime Minister of India, Shri Narendra Modi on the auspicious occasion of CA day – 1st July, 2017. The revised scheme focuses on a contemporary curriculum with world class study material in tandem with International Education Standards. We have made the study materials more informative, crisp and easy to understand. The revised scheme encourages young talented students having aptitude for accounting education to make an early entry to the profession through Foundation Route. It also encourages the graduates and other appropriately qualified students to pursue the chartered accountancy course. We are confident that the students will be better equipped to take the challenges of the new global economic order through our revised curriculum, enhanced practical training and improved Information Technology Trainings under ICITSS and Advanced ICITSS.

eBooks: The New Initiative

The Board of Studies in its constant endeavour to leverage technology for the benefit of the students, is proposing to introduce eBooks which will facilitate the students in studying conveniently anytime and anywhere. The eBooks would be reflowable and responsive for convenient learning on smart phones, tablets and laptops/desktop computers. The students would be able to annotate and make notes. A notification for the updated version will be received on the device of the student which would allow them to update the content as and when their devices are connected to the Internet. The facility would be available to students through login-based authentication.

Live Webcasts: More Topics Covered

Another feather in the BOS's cap is the live **webcasts** on various issues relating to students. We have organized LIVE Webcast sessions for the Final Course and Intermediate (IPC) course students. As a part of this series, the Board has conducted Webcasts on how to prepare for respective subjects of Final and Intermediate (IPC) Courses for May, 2017 examination. The recordings of these webcasts are available on the ICAI Cloud Campus. The second series for November, 2017 examination is published in this edition.The Board also organized LIVE Webcast sessions on specialized topics such as GST, how to file Income Tax Returns, how to face Interview and New Scheme of Education and Training in last month.

Students' Conference: A Place to Mould your Personality

The CA Students' Conferences are the perfect platforms for demonstrating your hidden talents. The technical sessions at such conferences would give you a comprehensive exposure on the emerging areas of the CA profession, help you understand the new concepts and appreciate the diverse points of view. Such a wide-ranging exposure would be immensely useful to you, both practically and academically. Taking part in technical sessions on would stimulate your understanding and appreciation of the finer aspects of the standards and legislations, apart from giving you an overall perspective of the macro issues and practical difficulties which may arise on implementation of a new legislation or a new set of standards. Active participation in students' conferences and conventions would not only aid in sharpening your technical knowledge, but would also prove invaluable in honing and fine-tuning your communication skills, both oral and written. This would boost your confidence level, which in turn would help you face group discussions and crack interviews with ease after you emerge as a full-fledged chartered accountant.

Wishing you success in all endeavours of life and a very happy Independence Day.

CA. ATUL K GUPTA

CHAIRMAN, BOARD OF STUDIES, ICAI

We make a living by what we get, but we make a life by what we give - Winston Churchill

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INSIDE

SWACHH BHARAT - A STEP TOWARDS CLEANLINESS

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Strategic Management - A Capsule for Quick Revision

It is been the endeavour of the Board of Studies to provide holistic education to the students of Chartered Accountancy course. The education pedagogy adopted is mix of traditional methods and use of modern technology to make education convenient to the students and they have better assimilation of concepts. Covering vast subjects is a time consuming exercise. Keeping this in mind the Board of Studies is releasing capsules in the Students' Journal that will help the students to quickly revise the subjects. At the same time, it may be kept in mind that these are not replacement of the study material. Reading of Study Material is absolute essential. This capsule on strategic management, first in the series, cover chapters 1, 2 and 3 under the new syllabus of Intermediate Examination. Students of earlier scheme may also refer to the relevant portions in the write-up.

Chapter 1 : Introduction to Strategic Management

Business Policy

- Origin of business policy can be traced back to early twentieth century.
- Harvard Business School introduced an integrative course in management aimed at the creation of general management capability among business executives.
- The study of the functions and responsibilities of senior management, the crucial problems that affect success in the total enterprise, and the decisions that determine the direction of the organization and shape its future. - **Christensen**
- Business Policy presents a framework for understanding strategic decision making. Such a framework enables a person to make preparations for handling general management responsibilities effectively.

What is Management?

Management as key group

In-charge of organisational affairs. Making organisation a purposeful and productive entity. Brings together/ integrates the resources.

Management as set of functions

The functions include Planning, Organising, Directing, Staffing and Control. Determine goals and activities Helps in allocation of tasks and resources

Management

Management is an influence process to make things happen, to gain command over phenomena, to induce and direct events and people in a particular manner.

Concept of Strategy

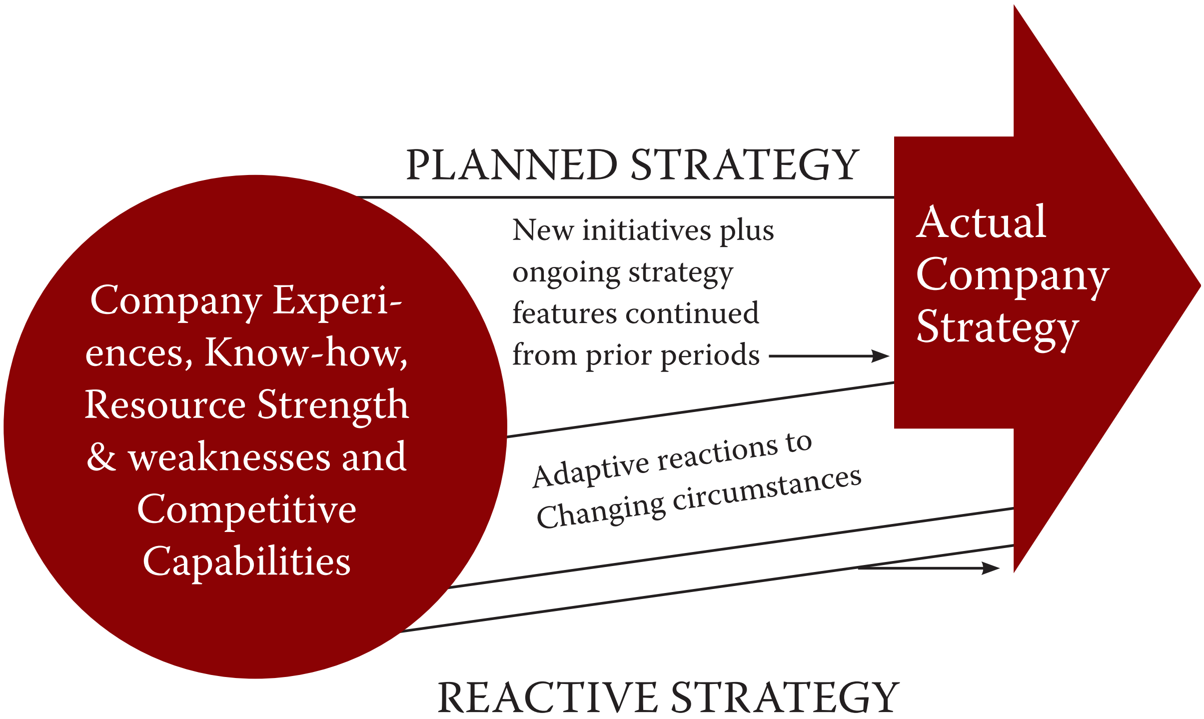
- The common thread among the organization's activities and product-markets that defines the essential nature of business that the organization has or planned to be in future. - Igor H. Ansoff
- A unified, comprehensive and integrated plan designed to assure that the basic objectives of the enterprise are achieved. - William F. Glueck

Strategy is consciously considered and flexibly designed scheme of corporate intent and action

- Respond to dynamic and hostile external forces
- Unravel complexity and to reduce uncertainty of the environment
- Exploit opportunities and meet potential threats
- Pursuit of mission, objectives to achieve goals
- Long range blueprint of desired image, direction and destination
- Bring a sense of dynamic direction, focus and cohesiveness

Strategy - Partly proactive and partly reactive

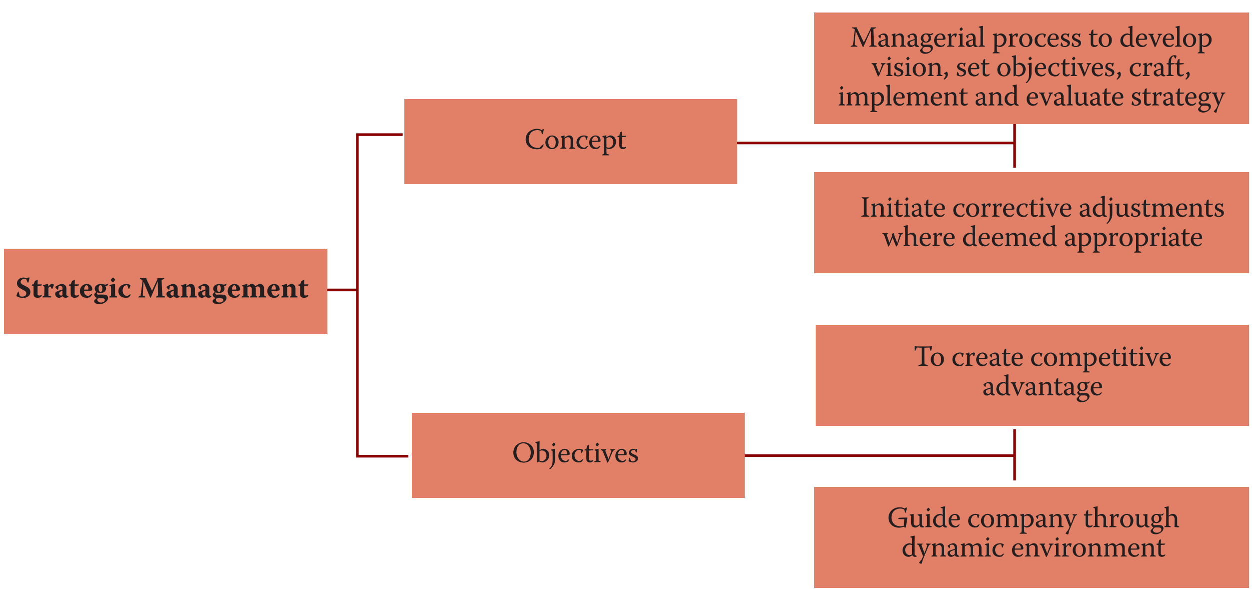
- Proactive actions on the part of managers to improve the company's market position and financial performance
- Reactions to unanticipated developments and fresh market conditions



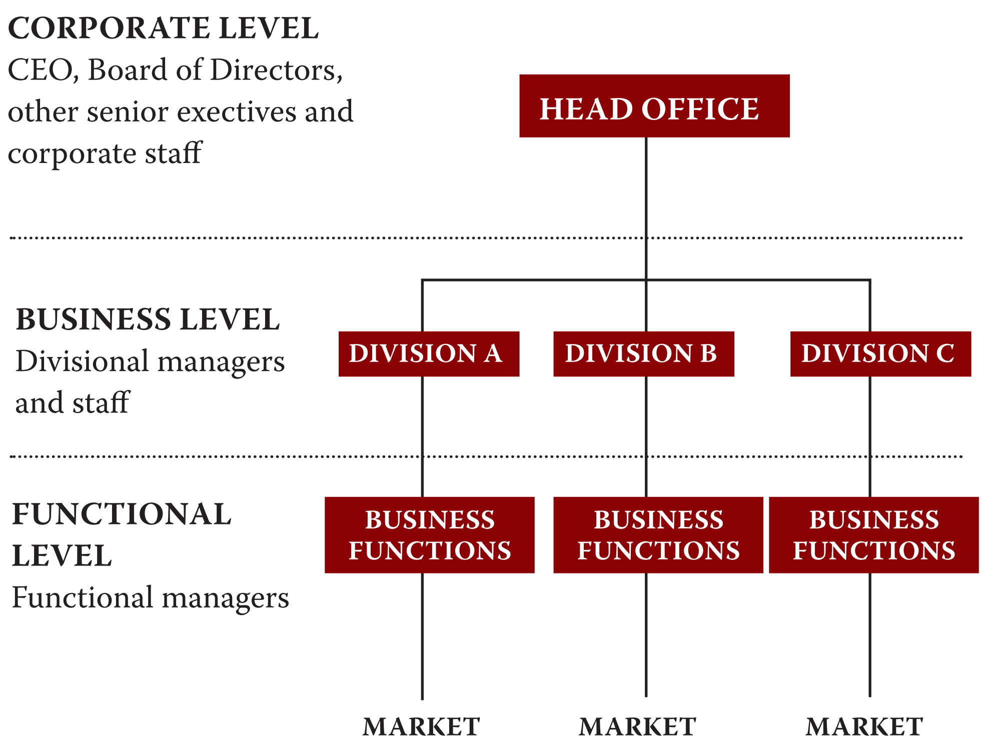
A Company's Actual Strategy Is Partly Planned & Partly Reactive

Strategic Management

Developing the company's vision, environmental scanning (both external and internal), strategy formulation, strategy implementation and evaluation and control.



Strategic Levels in Organisations



Levels of Strategic Management

Strategic Management in Government and Not-for-profit Organisations

- There are many organizations that do not have any commercial objective of making profits.
- They are set up for social, charitable, or educational purposes.
- There are not-for-profit and government organizations that outperform many private firms in managing their affairs.
- Often function as a monopoly, produce a product or service that offers little or no measurability of performance.
- Dependent on outside financing.

Educational Institutions

- Significant change in the competitive climate
- Adopting different strategies for attracting best students
- There are interactions between Academic institutions and industries
- Online education is new phenomena

Medical Organizations

- Advances in the diagnosis and treatment of diseases
- Providing better facilities and services to the patients
- Diversification - hospitals opening pathological labs
- Better collaboration with physicians

Governmental agencies and departments

- Formulating, implementing, and evaluating strategies
- Efficient and effective utilization of resources
- Public funds are used.
- Several government organizations are making significant surpluses
- Little freedom to alter missions or redirect objectives.
- Legislators and politicians can have direct or indirect control.
- Issues get discussed and debated in the media and legislatures.

Chapter 2 : Dynamics of Competitive Strategy

Competitive Strategy

An organization must identify its position relative to the competitors in the market. Competitive strategy generates competitive advantage, increase the loyalty of customers and beat competition. A competitive strategy consists of:

- Attract customers.
- Withstand competitive pressures.
- Strengthen an organization's market position.

Having a competitive advantage is necessary for a firm to compete in the market.

Competitive Landscape

Competitive landscape relates to identifying and understanding competitors

It permits the comprehension of vision, mission, core values, niche market, strengths and weaknesses of competitors.

Competitive intelligence is required to understand competitive landscape.

1. Identify the competitor
2. Understand the competitors
3. Determine the strengths of the competitors
4. Determine the weak-nesses of the competitors.
5. Put all the information together.

Steps to understand the Competitive Landscape

Strategic Analysis

Proper diagnosis of the company's situation is necessary for managerial preparation for deciding on a sound long-term direction, setting appropriate objectives, and crafting a winning strategy. The analytical sequence is from strategic appraisal of the external and internal situation, to evaluation of alternatives, to choice of strategy. Two most important situational considerations are:

(1) industry and competitive conditions and

(2) an organisation's own competitive capabilities, resources, internal strengths, weaknesses, and market position.

Strategy evolves over a period of time	Balance of external and internal factors	Risk
Strategy is result of a series of small decisions taken over extended period of time.	Strategic analysis involves a workable balance between diverse and conflicting internal and external considerations.	Identify potential imbalances or risks and assess their consequences.

Issues to consider for Strategic Analysis

Strategic Risks	Time: Short-term	Time: Long-term
External	Errors in interpreting the environment cause strategic failure	Changes in the environment lead to obsolescence of strategy
Internal	Organizational capacity is unable to cope up with strategic demands	Inconsistencies with the strategy are developed on account of changes in internal capacities and preferences

Strategic Analysis

External Analysis

Customer Analysis: Segments, Motivations, unmet needs.

Competitor Analysis: Strategic groups, performance, obectives, strategies, culture, cost structure.

Market Analysis: Size, growth, profitability, entry barriers.

Environmental Analysis: Technological, government, economic, cultural, demographic.

↓

Opportunities, threats, trends, and strategic, uncertainties

Internal Analysis

Performance Analysis: Profitability, sales, customer satisfaction, product quality, relative cost, new products, human resources.

Determinants Analysis: Past and current strategies, strategic problems, organizational Capabilites and constraints, Financial resources, strengths, and weaknesses.

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Strategic strengths, weaknesses, problems, constraints and uncertainties

↓

Strategy Identification & Selection

- **Identify strategic alternatives**
- **Select strategy**
- **Implement the operating plan**
- **Review strategies**

Framework of Strategic Analysis

Industry and Competitive Analysis

Industry and competitive analysis provides a way of thinking strategically about any industry's overall situation and drawing conclusions about whether the industry represents an attractive investment for organisational funds.

Issues in Industry and Competitve Analysis		
	Dominant Economic Features of the Industry	Factors to consider include size, of market, its growth rate, position in life cycle, rivals, buyers, profitability, capital requirement, etc.
	Nature and Strength of Competition	Delving into the industry's competitive process to discover what the main sources of competitive pressure are and how strong each competitive force is.
	Triggers of Change	There are driving forces that impact and bring changes in the industry's structure and competitive environment. Analyzing driving forces involves identifying what the driving forces are and assessing their impact.
	Strategic Group Mapping	It is done by comparing the market positions of each competitor separately or for grouping them into like positions in an industry
	Likely Strategic Moves of Rivals	To outmanoeuvre rivals organisations need to monitor actions, strategies, and anticipate likely moves of competitors.
	Key Success Factors	They are strategy elements, product attributes, resources, competencies, competitive capabilities, and business outcomes that affect ability to prosper and lead to competitive success or failure.
	Prospects and Financial Attractiveness of Industry	Strategists assess industry outlook carefully, decide whether industry and competitive conditions present an attractive business opportunity for the organisation or whether its growth and financial prospects are gloomy.

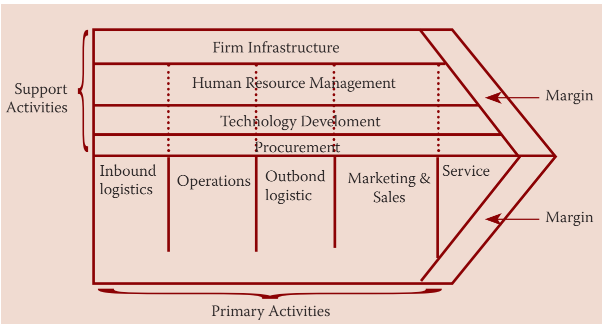
Core Competence

C.K. Prahalad and Gary Hamel *defined core competency as the collective learning in the organization, especially coordinating diverse production skills and integrating multiple streams of technologies.* Capabilities that are ***valuable, rare, costly to imitate, and non-substitutable*** are core competencies.

C.K. Prahalad and Gary Hamel identified major core competencies in three areas **- competitor differentiation, customer value and application.**		
	Competitor differentiation	Competence that is unique and difficult for competitors to imitate.
	Customer value	A fundamental benefit for the end customer that has real impact.
	Application of competencies	Competence must be applicable to whole organization and can open up potential market to be exploited.

Value Chain Analysis

Value chain analysis has been widely used as a means of describing the activities within and around an organization, and relating them to an assessment of the competitive strength of an organization (or its ability to provide value-for-money products or services). The primary activities of the organization are grouped into five main areas: inbound logistics, operations, outbound logistics, marketing and sales, and service. For an organisation it is important to identify those competences which critically underpin the organization's competitive advantage. These are known as the core competences and will differ from one organization to another.

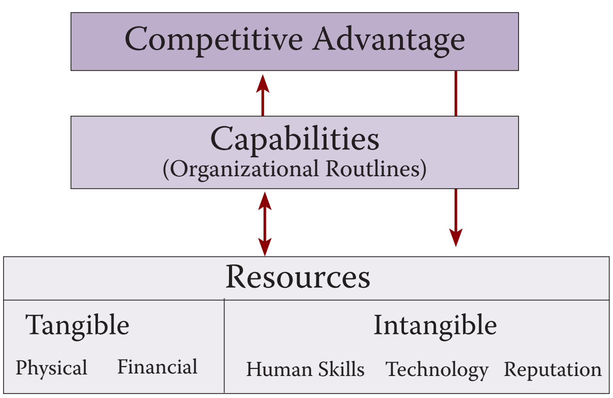


Value Chain (Michael Porter)

Competitive Advantage

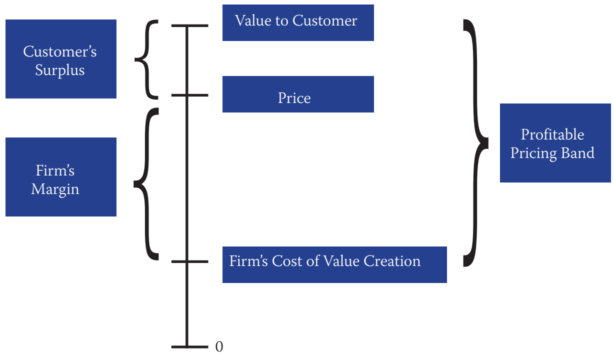
Competitive advantage allows a firm to gain an edge over rivals when competing. 'It is a set of unique features of a company and its products that are perceived by the target market as significant and superior to the competition.'

Competitive advantages and the differences they create in the firm's performance are often strongly related to the resources firms hold and how they are managed. Resources and capabilities are not inherently valuable, but they create value when the firm can use them to perform certain activities that result in a competitive advantage.



Value Creation

The concept of value creation was introduced primarily for providing products and services to the customers with more worth. Value is measured by a product's features, quality, availability, durability, performance and by its services for which customers are willing to pay.



Thus, we can say that the value creation is an activity or performance by the firm to create value that increases the worth of goods, services, business processes or even the whole business system.

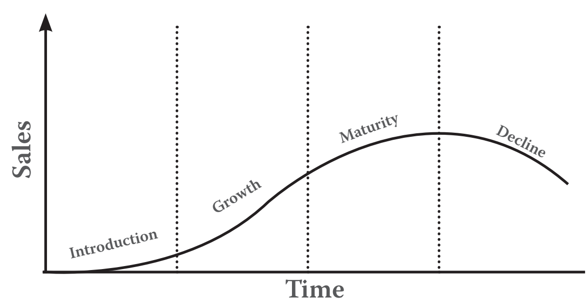
Portfolio Analysis

Experience Curve

Experience curve is akin to a learning curve which explains the efficiency increase gained by workers through repetitive productive work. Experience curve is based on the commonly observed phenomenon that unit costs decline as a firm accumulates experience in terms of a cumulative volume of production. The concept of experience curve is relevant for a number of areas in strategic management.

Product Life Cycle

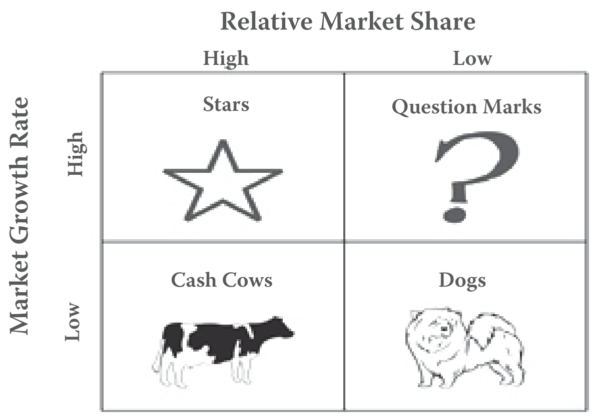
Product life cycle (PLC) an S-shaped curve which exhibits the relationship of sales with respect of time for a product that passes through the four successive stages of introduction (slow sales growth), growth (rapid market acceptance) maturity (slowdown in growth rate) and decline (sharp downward drift).



Product Life Cycle

Boston Consulting Group (BCG) Growth-Share Matrix

BCG helps to classify different businesses on a two-dimensional growth-share matrix



BCG Growth-Share Matrix

- **Stars** are products or SBUs that are growing rapidly.
- **Cash Cows** are low-growth, high market share businesses or products.
- **Question Marks** are low market share business in high-growth markets.
- **Dogs** are low-growth, low-share businesses and products.

Ansoff's Product Market Growth Matrix

A useful tool to decide product and market growth strategy.

	Existing Products	New Products
Existing Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

Ansoff's Product Market Growth Matrix

- **Market penetration** refers to a growth strategy where the business focuses on selling existing products into existing markets.
- **Market development** refers to a growth strategy where the business seeks to sell its existing products into new markets.
- **Product development** refers to a growth strategy where business aims to introduce new products into existing markets.
- **Diversification** refers to a growth strategy where a business markets new products in new markets.

ADL Matrix

The ADL matrix is a portfolio analysis technique that is based on product life cycle. The approach forms a two dimensional matrix based on stage of industry maturity and the firms competitive position, environmental assessment and business strength assessment. Stage of industry maturity is an environmental measure that represents a position in industry's life cycle. Competitive position is a measure of business strengths that helps in categorization of products or SBU's into one of five competitive positions: dominant, strong, favourable, tenable and weak.

General Electric Matrix ["Stop-Light" Strategy Model]

The strategic planning approach in this model has been inspired from traffic control lights. The lights that are used at crossings to manage traffic are: **green for go, amber or yellow for caution, and red for stop**. This model uses two factors while taking strategic decisions: **Business Strength and Market Attractiveness.**

Market Attractiveness / Business Strength	Strong	Average	Weak
High	Invest/ Expand	Invest/Expand	Select/Earn
Medium	Invest/ Expand	Select/Earn	Harvest/Divest
Low	Select/Earn	Harvest/Divest	Harvest/Divest

The GE Portfolio Matrix

SWOT Analysis		
To enable management create a firm-specific business model that will best align, fit, or match an organisational resources and capabilities to the demands of the environment	**Strength**	Strength is an inherent capability of the organization which it can use to gain strategic advantage over its competitors.
	Weakness	A weakness is an inherent limitation or constraint of the organization which creates strategic disadvantage to it.
	Opportunity	An opportunity is a favourable condition in the organisation's environment which enables it to strengthen its position.
	Threat	A threat is an unfavourable condition in the organisation's environment which causes a risk for, or damage to, the organisation's position.

TOWS Matrix

Heinz Weihrich developed a matrix called TOWS matrix by matching strengths and weaknesses of an organization with the external opportunities and threats. The incremental benefit of the TOWS matrix lies in systematically identifying relationships between these factors and selecting strategies on their basis. Thus TOWS matrix has a wider scope when compared to SWOT analysis. TOWS analysis is an **action tool** whereas SWOT analysis is a **planning tool**.

		Internal Elements	
		Organizational Strengths	Organizational Weaknesses
External Elements	Environmental opportunities (and risks)	SO Maxi-Maxi	WO Mini-Maxi
	Environmental Threats	ST Maxi-Mini	WT Mini-Mini

SO (Maxi-Maxi)
The strengths can be used to capitalize or build upon existing or emerging opportunities.

ST (Maxi-Mini)
ST is a position in which a firm strives to minimize existing or emerging threats through its strengths.

WO (Mini-Maxi)
The firm needs to overcome internal weaknesses and make attempts to exploit opportunities to maximum.

WT (Mini-Mini)
A firm facing external threats and internal weaknesses may have to struggle for its survival.

Globalization

For a company globalization means two things: (a) the company commits itself heavily with several manufacturing locations around the world and offers products in several diversified industries, and (b) the company's ability to compete in domestic markets with foreign competitors.

- It is a conglomerate of multiple units in different countries but linked by common ownership.
- Multiple units draw on a common pool of resources.
- The units respond to some common strategy.

Chapter 3 : Strategic Management Process

Strategic Planning

Strategic Planning is the process of determining the objectives of the firm, resources require to attain these objectives and formulation of policies to govern the acquisition use and disposition of resources. Strategic uncertainty is a key construct in strategy formulation.

Strategic Decision Making

Decision making is a managerial process of selecting the best course of action out of several alternatives. According to Jauch and Glueck **"Strategic decisions encompass the definition of the business, products to be handled, markets to be served, functions to be performed and major policies needed for the organisation to execute these decisions to achieve the strategic objectives."**

The major dimensions of strategic decisions

- Strategic decisions require top-management involvement.
- Strategic decisions involve commitment of organisational resources.
- Strategic decisions necessitate consideration of factors in the firm's external environment.
- Strategic decisions are likely to have a significant impact on the long-term prosperity of the firm.
- Strategic decisions are future oriented.
- Strategic decisions usually have major multifunctional or multi-business consequences.

Strategic Intent

Strategic intent provides the framework within which the firm would adopt a predetermined direction and would operate to achieve strategic objectives. Strategic intent could be in the form of vision and mission statements for the organisation at the corporate level. It could be expressed as the business definition and business model at the business level of the organisation.

1. **Vision**: Vision implies the blueprint of the company's future position.

2. **Mission**: Mission delineates the firm's business, its goals and ways to reach the goals.

3. **Business Definition**: It seeks to explain the business undertaken by the firm, with respect to the customer needs, target markets, and alternative technologies.

4. **Business Model**: Business model, as the name implies is a strategy for the effective operation of the business, ascertaining sources of income, desired customer base, and financial details.

5. **Goals and Objectives**: These are the base of measurement. Goals are the end results, that the organization attempts to achieve. On the other hand, objectives are time-based measurable targets, which help in the accomplishment of goals.

The vision, mission, business definition, and business model explain the philosophy of the organisation but the goals and objectives represent the results to be achieved in multiple areas of business.

Elements of Strategic Intent

Vision

A Strategic vision is a road map of a company's future – providing specifics about technology and customer focus, the geographic and product markets to be pursued, the capabilities it plans to develop, and the kind of company that management is trying to create.

Essentials of a strategic vision

- There is challenge in developing a strategic vision that is creative and future directed.
- Forming a strategic vision is an exercise in intelligent entrepreneurship.
- A well-articulated strategic vision creates enthusiasm in organisation.
- Vision statement illuminates the direction in which organization is headed.

Mission

A company's mission statement is typically focused on its present business scope – "who we are and what we do". Mission statements broadly describe an organizations present capabilities, customer focus, activities, and business makeup.

Following points are useful while writing a mission of a company:

- A role of mission statement is to give the organization its own special identity, business emphasis and path for development to make it unique.
- A company's business is defined by what needs it is trying to satisfy, which customer groups it is targeting, the technologies it uses and the activities it performs.
- Good mission statements are unique to the organization for which they are developed.

Purpose

Both mission and purpose go hand in hand, they can be used together while maintaining the basic difference between them. Mission refers to the particular needs of the society. **Purpose relates to what the organization strives to achieve in order to fulfil its mission to the society.**

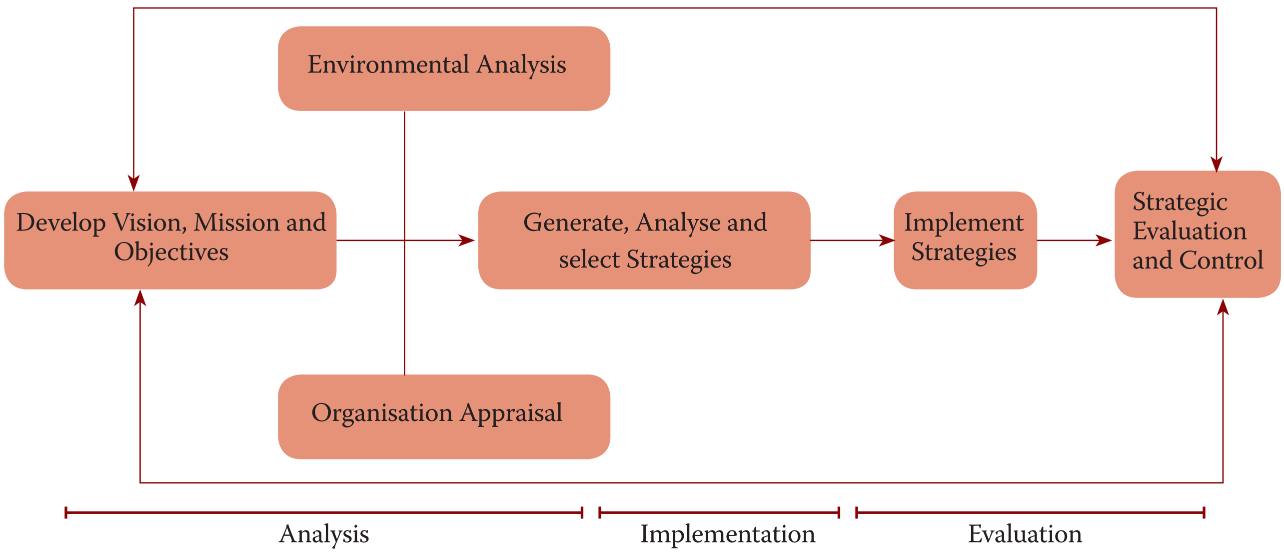
Goals and Objectives

Goals are open-ended attributes that denote the future states or outcomes. Objectives are close-ended attributes which are precise and expressed in specific terms. Thus, the objectives are more specific and translate the goals to both long term and short term perspective.

Objectives should be quantitative, measurable, realistic, understandable, challenging, hierarchical, obtainable, and congruent among organizational units. Objectives are short-term and long-term. Long term **objectives are subdivided into short term such as monthly, weekly or daily objectives.**

Strategic Management

The strategic management process is dynamic and continuous. It involves strategy formulation, implementation, and evaluation The strategic management process can best be studied and applied using a model.



Strategic Management Model

The strategic management consist of following stages

1. **Strategic vision, mission and objective:** First a company must determine what directional path the company should take and what changes in the company's product – market – customer – technology – focus would improve its current market position and its future prospect. Deciding to commit the company to one path versus another pushes managers to draw some carefully reasoned conclusions about how to try to modify the company's business makeup and the market position. Corporate goals and objectives flow from the mission.

2. **Environmental and organizational analysis:** The stage would reveal organisational strengths and weaknesses which could be matched with the threats and opportunities in the external environment. External environment of a firm consists of economic, social, technological, market and other forces which affect its functioning. Organisational analysis involves a review of financial resources, technological resources, productive capacity, marketing and distribution effectiveness, research and development, human resource skills and so on.

3. **Formulating strategy:** The stage involves identifying strategic alternatives, in depth analysis and choosing the most appropriate alternative which will serve as strategy of the firm.

4. **Implementation of strategy:** Implementation and execution is an operations-oriented, activity aimed at shaping the performance of core business activities in a strategy-supportive manner. Good strategy execution involves creating strong "fits" between strategy and organizational capabilities, between strategy and the reward structure, between strategy and internal operating systems, and between strategy and the organization's work climate and culture.

5. **Strategic evaluation and control:** Assessing periodically that organisation is moving towards achieving its strategic intent is desirable. The final stage of strategic management process – evaluating the company's progress, assessing the impact of new external developments, and making corrective adjustments – is the trigger point for deciding whether to continue or change the company's vision, objectives, strategy, and/ or strategy-execution methods.

ICAI

(Institute of Chartered Accountants of India)

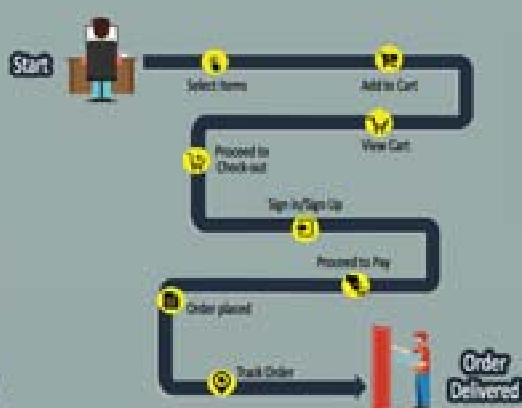
(Set up by an Act of Parliament)

The Centralised Dispatch System

- One Stop Shop for ICAI published books.
- Secure environment for all user activities.
- Hassle free and Easy to use interface with a quick purchase cycle.
- Automated Coupon support - Zero Order and Shipping Costs (for students only).
- Real time notifications on order delivery status.
- View Your Order History.
- Delivery of study material at the door step the students.

Buying Guide for Student

Buying Guide for Member



INFORMATION TECHNOLOGY

Part A - Information Technology

About IT

The course develop an understanding for use of Information Technology in the field of accounting and auditing and uniform theoretical and practical knowledge to all the aspiring CA students

Salient Features

- Latest syllabi with contemporary topics.
- Study Material-Kit with Lab Practice Manual
- Latest application software useful in Accounting and Auditing
- Recorded video lectures
- Qualified and experienced Faculty Members
- PPT for Class room teaching
- 1:1 ratio between computer V/s Students
- Network of 156 Hi-Tech computer Labs across the country.

Topics

- Computer Fundamental, OS, CBS
- MS Word
- MS Excel
- MS PowerPoint
- Database using MS Access
- CAAT + Tally ERP

Part B - Advanced Information Technology

About AIT

The Course develop practical skills to understand the intricacies of auditing in ERP environments, understand the importance of IT General Controls (ITGCs) andits impact on assessment of ERP controls, assessment of application controls and access rights.

Salient Features

- Latest syllabi with contemporary topics.
- Study Material-Kit with Lab Practice Manual
- Latest application software useful in Accounting and Auditing
- Recorded video lectures
- Qualified and experienced Faculty Members
- PPT for Class room teaching
- 1:1 ratio between computer V/s Students
- Network of 156 Hi-Tech computer Labs across the country.

Topics

- Auditing in ERP Environment
- Advanced Excel
- MS Excel as an Audit Tool
- Database Application using Access
- ERP

Course Registration
Online Cloud Registration on

www.icaionlineregistartion.org

which provides single sign on, batch transfer, online payment, feedback & online certificate.

Board of Studies

The Institute of Chartered Accountants of India

(Set up by an Act of Parliament)

SOFT SKiLLS COURSES

Orientation Course

About OC

Creativity and innovation are the most important elements required by the corporate houses. Regardless of the size and purpose of the organisation and the technology involved, human resource is the biggest element facing immense challenges. The outside world is full of challenges. To cope up with the challenges, existing and ahead, The Institute of Chartered Accountants of India has developed the Orientation Course for students pursuing Chartered Accountancy Course which deals in shaping the the CA students as complete Business Managers with an all-round personality.

Key Features

Orientation Course aims to equip the entrants of the profession -

- Familiarize the entrants with various dimensions of the Indian Accountancy Profession.
- Develop effective communication and presentation skills.
- Groom and motivate the entrants to be knowledgeable and skilled professionals.
- Expand the significance of practical training in the life of a professional.
- Foster values such as integrity, transparency and Independence in the budding professionals.

Management & Communication Skills Course

About MCS

Organizations are undergoing unparalleled and radical change. From the speed of decision making, to technological and global competitive pressure, the organizations are constantly faced with shifting demands. In order to face these challenges and to prepare the fresh CAs with an all round personality, the Institute organizes Management and Communication Skills Course. The Management and Communication Skills Course aims to impart training to translate the challenges into rewarding opportunities for budding Chartered Accountants.

Key Features

- Further Sharpen communication and presentation skills.
- Develop inter-personal and leadership skills.
- Provide an understanding of contemporary business environment and opportunities.
- Prepare the student for a career either in employment or in practice, by educating them to be adaptable and accountable.

Course Registration
Online Cloud Registration on

www.icaionlineregistartion.org

which provides single sign on, batch transfer, online payment, feedback & online certificate.

Board of Studies

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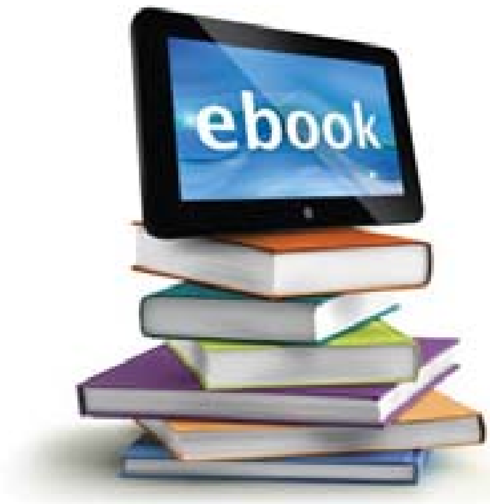

INTRODUCING

e-Books

The Board of Studies of the ICAI has introduced e-Books for the benefit of CA students. e-Books offer the following advantages...

- Interactive Learning Environment
- Enhanced User Experience
- Improved participant learning outcomes
- Integrated resources at one place
- Seamless integration of video lectures
- Login based access by authenticated students
- Notifications for updated content
- Anytime, Anywhere and Any Pace Learning
- Outcome Based Learning

Highlights

- Adding notes/ annotations for better understanding
- Search within the book for words and phrases
- Links to video lectures, webcasts etc.
- Opening the lectures in the same window without the need to switch between windows
- Embedded Self-Assessment quizzes
- Traversal within the book through built-in Table of Contents (ToC)
- Zoom-In/ Zoom-Out the contents
- Changing font size as per the requirement of the reader
- Reflowable content for convenient study on different devices
- Downloadable to be studied offline also
- Printable for convenient learning

eBook

Board of Studies
The Institute of Chartered Accountants of India
(Set up by an Act of Parliament)

Fulfil your dreams

Become a Chartered Accountant through Board of Studies (BoS)-ICAI Scholarship Scheme

- ICAI Values its relationship with Students
- Handholds its students to make their journey easy of becoming CA
- Candidates with potential to succeed, be given ample opportunity of higher education
- BoS awards Scholarship under various categories, twice a year

On Merit Basis

- All Students whose names appear at Sl. No. 1-10 of Merit lists
- Amount: ₹ 2,000 per month
- Period: 30 months or remaining period of articleship, which ever is less

On Merit-cum-Need Basis

- For all rank holders other than covered under Merit Based Category
- No. of Scholarship in a year: 30
- Whose Parents / Guardians annual total income does not exceed ₹ 1,50,000
- Amount: ₹ 1,500 per month
- Period: 30 months or remaining period of articleship, which ever is less

Need Based & Weaker Section

For Intermediate Students

- No. of Scholarship in a year: 250
- Amount: ₹ 1,250 per month
- Period: 18 months
- Whose Parents / Guardians annual total income does not exceed ₹ 1,00,000

For Final Students

- No. of Scholarship in a year: 300
- Amount: ₹ 1,250 per month
- Period: 30 months or remaining period of articleship, which ever is less
- Whose Parents / Guardians annual total income does not exceed ₹ 1,00,000

Scholarship is provided to children of the deceased members of ICAI where financial assistance is provided their spouses from the Chartered Accountants Benevolent Fund (CABF) for undergoing Intermediate (IPC) / Intermediate or Final Course

The detailed guidelines along with the requisite application forms (Form Nos 3 & 4) are available on the website at following link (http://www.icai.org/post.html?post_id=6486

Board of Studies

The Institute of Chartered Accountants of India

(Set up by an Act of Parliament)

Accounting

Deferral of Implementation of Ind AS in the Insurance Sector

On 1st March 2016, IRDAI had issued a circular for implementation of Ind AS for insurance companies setting forth the roadmap laid down by the MCA along with certain additional compliance requirements from 01 April 2018 onwards, with comparatives for the preceding accounting period.

In the meantime, the International Accounting Standards Board (IASB) on 18th May 2017 issued IFRS 17 Insurance Contracts which replaces IFRS 4. As the IFRS 4 has given companies dispensation to carry on accounting for insurance contracts using national accounting standards, resulting in a multitude of different approaches, it is difficult for stakeholders to compare the financial performance of otherwise similar companies.

The developments around release of IFRS 17 have resulted in the IRDAI reviewing the position in the matter of Implementation of Ind AS in the insurance sector in India. The Board of the Authority at its meeting held on 31st May 2017 noted that the Implementation of the Ind AS in the present form will lead to a position where assets will be valued on fair value / market value basis and liabilities will continue to be valued as per the existing formula based approach. This is likely to lead to mismatch in the asset and liability valuation and also cause volatility in the financial statements of the insurance companies. Further, compliance costs would be incurred twice, once immediately on implementation of Ind AS and secondly when IFRS 17 is implemented in India.

Therefore, IRDAI vide circular no. IRDA/F&A/CIR/ACTS/146/06/2017 dated 28th June 2017, deferred implementation of Ind AS in the insurance sector for a period of two years. According to the Circular, Ind AS will now be implemented and effective from the financial year 2020-21.

However, the requirement of submitting Proforma Ind AS financial statements sssssson a quarterly basis shall continue to be governed as directed under IRDAI circular reference IRDA/F&A/CIR/ACTS/ 262/12/2016 dated 30th December 2016.

(Source: www.irdai.gov.in)

CROSSWORD SOLUTION – JULY 2017

[1]T	[2]R	[3]A	[4]N	S	[5]A	C	[6]T	I	O	[7]N	[8]S		
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[11]S	M	U	G					[12]P	[13]A	R	A	M	
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[59]A	N	T	I	A	V	O	I	D	A	N	C	E	

The Institute of Chartered Accountants of India
[Set up by an Act of Parliament]
Post Box No.7112, 'ICAI BHAWAN', Indraprastha Marg
New Delhi – 110002

IMPORTANT ANNOUNCEMENT

23rd June, 2017

No. 13-CA (EXAM)/N/2017: In pursuance of Regulation 22 of the Chartered Accountants Regulations, 1988, the Council of the Institute of Chartered Accountants of India is pleased to announce that the Intermediate (IPC) and Final examinations will be held on the dates given below at the following places provided that sufficient number of candidates offer themselves to appear from each centre.

Similarly, Examinations in Post Qualification Courses under Regulation 204, viz.: Management Accountancy Course (MAC) Part – I, Corporate Management Course (CMC) Part – I, Tax Management Course (TMC) Part – I, Insurance and Risk Management (IRM), and International Trade Laws and World Trade Organisation (ITL & WTO), International Taxation-Assessment Test (INTT-AT) examinations (which are open to the members of the Institute) will be held on the dates given below at the following places (centres in India only) provided that sufficient number of candidates offer themselves to appear from each centre.

INTERMEDIATE (IPC) EXAMINATION

[As per syllabus contained in the scheme notified by the Council under Regulation 28 E (3) of the Chartered Accountants Regulations, 1988]

Group-I:	**2nd, 5th, 7th & 9th November 2017**
Group-II:	**11th, 13th & 15th November 2017**

(Afternoon Session: 2.00 PM to 5.00 PM) (IST)

FINAL EXAMINATION

[As per syllabus contained in the scheme notified by the Council under Regulation 31 (ii) of the Chartered Accountants Regulations, 1988.]

Group -I:	**1st, 3rd, 6th & 8th November 2017**
Group -II:	**10th, 12th, 14th & 16th November 2017**

(Afternoon Session: 2.00 PM to 5.00 PM) (IST)

MANAGEMENT ACCOUNTANCY COURSE (MAC) PART - I, CORPORATE MANAGEMENT COURSE (CMC) PART – I, TAX MANAGEMENT COURSE (TMC) PART – I EXAMINATIONS

Group-I:	**10th & 12th November 2017**
Group-II:	**14th & 16th November 2017**

(Afternoon Session: 2.00 PM to 5.00 PM) (IST)

INSURANCE AND RISK MANAGEMENT (IRM) EXAMINATION

Modules I to IV : 10th, 12th, 14th & 16th November 2017

(Afternoon Session: 2.00 PM to 5.00 PM) (IST)

INTERNATIONAL TRADE LAWS AND WORLD TRADE ORGANISATION (ITL&WTO) EXAMINATION

Group A:	**2nd, 5th & 7th November 2017**
Group B:	**9th , 11th & 13th November 2017**

(Afternoon Session: 2.00 PM to 5.00 PM) (IST)

INTERNATIONAL TAXATION-ASSESSMENT TEST (INTT-AT) EXAMINATION

PAPER-I:	**10th November 2017**
PAPER-II:	**12th November 2017**

(Afternoon Session: 2.00 PM to 5.00 PM) (IST)

Places Of Examination Centres In India : (For All Examinations)

1	AGRA	9	ALWAR	17	BAREILLY
2	AHMEDABAD	10	AMBALA	18	BATHINDA
3	AHMEDNAGAR	11	AMRAVATI	19	BEAWAR
4	AJMER	12	AMRITSAR	20	BELGAUM
5	AKOLA	13	ANAND	21	BELLARY
6	ALAPPUZHA	14	ANANTAPUR	22	BENGALURU
7	ALIGARH	15	ASANSOL	23	BERHAMPORE
8	ALLAHABAD	16	AURANGABAD	24	BHARATPUR

25	BHARUCH	69	JAIPUR	113	NELLORE
26	BHAVNAGAR	70	JALANDHAR	114	NIZAMABAD
27	BHILWARA	71	JALGAON	115	NOIDA
28	BHIWANDI	72	JAMMU	116	ONGOLE
29	BHIWANI	73	JAMNAGAR	117	PALAKKAD
30	BHOPAL	74	JAMSHEDPUR	118	PALI MARWAR
31	BHUBANESWAR	75	JHANSI	119	PANIPAT
32	BHUJ	76	JHUNJHUNU	120	PANVEL
33	BIKANER	77	JIND	121	PATIALA
34	BILASPUR	78	JODHPUR	122	PATNA
35	BUNDI	79	KAITHAL	123	PIMPRI-CHINCHWAD
36	CHANDIGARH	80	KAKINADA	124	PONDICHERRY
37	CHENNAI	81	KANNUR	125	PUNE
38	CHITTORGARH	82	KANPUR	126	RAIPUR
39	CHURU	83	KARIMNAGAR	127	RAJAMAHENDRAVARAM
40	COIMBATORE	84	KARNAL	128	RAJKOT
41	CUTTACK	85	KISHANGARH	129	RANCHI
42	DEHRADUN	86	KOLHAPUR	130	RATLAM
43	DELHI / NEW DELHI	87	KOLKATA	131	REWARI
44	DHANBAD	88	KOLLAM	132	ROHTAK
45	DHULE	89	KOTA	133	ROURKELA
46	DURG	90	KOTTAYAM	134	SAHARANPUR
47	DURGAPUR	91	KOZHIKODE	135	SALEM
48	ELURU	92	KUMBAKONAM	136	SAMBALPUR
49	ERNAKULAM	93	KURNOOL	137	SANGLI
50	ERODE	94	LATUR	138	SANGRUR
51	FARIDABAD	95	LUCKNOW	139	SATARA
52	FATEHABAD	96	LUDHIANA	140	SHIMLA
53	FIROZABAD	97	MADURAI	141	SHIMOGA
54	GANDHIDHAM	98	MALAPPURAM	142	SIKAR
55	GANDHINAGAR	99	MANGALORE	143	SILIGURI
56	GHAZIABAD	100	MAPUSA (GOA)	144	SIRSA
57	GORAKHPUR	101	MARGAO (GOA)	145	SIVAKASI
58	GUNTUR	102	MATHURA	146	SOLAPUR
59	GURGAON	103	MEERUT	147	SONEPAT
60	GUWAHATI	104	MORADABAD	148	SRI GANGANAGAR
61	GWALIOR	105	MUMBAI	149	SRINAGAR
62	HARIDWAR	106	MUZAFFARNAGAR	150	SURAT
63	HISAR	107	MYSORE	151	SURENDRANAGAR
64	HUBLI	108	NAGPUR	152	THANE
65	HYDERABAD	109	NANDED	153	THIRUVANANTHAPURAM
66	ICHALKARANJI	110	NASHIK	154	THRISSUR
67	INDORE	111	NAVI MUMBAI	155	TINSUKIA
68	JABALPUR	112	NEEMUCH	156	TIRUCHIRAPALLI

157	TIRUNELVELI	163	UJJAIN	169	VIJAYAWADA
158	TIRUPATI	164	VADODARA	170	VISAKHAPATNAM
159	TIRUPUR	165	VAPI	171	WARANGAL
160	TUTICORIN	166	VARANASI	172	YAMUNA NAGAR
161	UDAIPUR	167	VASAI		
162	UDUPI	168	VELLORE		

PLACES OF EXAMINATION CENTRES OVERSEAS: (FOR INTERMEDIATE (IPC) AND FINAL EXAMINATIONS ONLY)

1) ABU DHABI	**2) DUBAI**
3) KATHMANDU	**4) MUSCAT**

The Council reserves the right to withdraw any centre at any stage without assigning any reason.

Applications for admission to Intermediate (IPC) and Final examinations are required to apply online at http://icaiexam.icai.org from 4th August, 2017 to 25th August, 2017 and remit the examination fee online by using either VISA or MASTER Credit / Debit Card. They shall however, be required to remit additional ₹600/- towards late fee (for Domestic & Kathmandu centres) and US$ 10 (for Overseas centres) in case the application online is made after 25th August, 2017 and upto 1st September, 2017.

Whereas the Examination application forms for Management Accountancy Course (MAC) Part – I, Corporate Management Course (CMC) Part – I, Tax Management Course (TMC) Part – I, Insurance and Risk Management (IRM), International Trade Laws and World Trade Organisation (ITL & WTO), International Taxation-Assessment Test (INTT-AT) examination are to be filled up in the paper based form only and is priced at ₹100/- per application form. The forms shall also be made available in the Regional and Branch Offices of the Institute and can be obtained therefrom on cash payment on or from **4th August, 2017**. It may be noted that the application forms duly completed for the Post Qualification Course Examinations will be received **only** at the New Delhi office of the Institute.

Payment of fees for the Post Qualification Courses i.e. Management Accountancy Course (MAC) Part – I, Corporate Management Course (CMC) Part – I, Tax Management Course (TMC) Part – I, Insurance and Risk Management (IRM), International Trade Laws and World Trade Organisation (ITL & WTO), International Taxation-Assessment Test (INTT-AT) should be made by Demand Draft only. The Demand Draft may be of any Scheduled Bank and should be drawn in favour of The Secretary, **The Institute of Chartered Accountants of India, payable at New Delhi only.**

The fees payable for the various examinations are as under:

INTERMEDIATE (IPC)	
For Indian Centre(s)	
Single Group / Unit 1 to 8	₹ 1500/-
Both the Groups / Unit - 9	₹ 2700/-
For Overseas Centre(s) i.e. Abu Dhabi, Dubai & Muscat	
Single Group / Unit 1 to 8	US$ 325
Both the Groups / Unit - 9	US$ 500
For Kathmandu Centre	
Single Group / Unit 1 to 8	INR 2200
Both the Groups / Unit - 9	INR 3400
FINAL	
For Indian Centre(s)	
Single Group	₹ 1800/-
Both Groups	₹ 3300/-
For Overseas Centre(s) i.e. Abu Dhabi, Dubai & Muscat	
Single Group	US$ 325
Both Groups	US$ 550
For Kathmandu Centre	
Single Group	INR 2200
Both Groups	INR 4000
INSURANCE & RISK MANAGEMENT (IRM)	₹ 2000/-
ITL & WTO	₹ 2000/- per group
MAC/CMC/TMC	₹ 1000/- per group
INTERNATIONAL TAXATION – ASSESSMENT TEST	₹ 2000/-

OPTION TO ANSWER PAPERS IN HINDI:

Candidates of Intermediate (IPC) and Final Examinations will be allowed to opt for Hindi medium for answering papers. Detailed information will be found in guidance notes hosted at http://icaiexam.icai.org. However the medium of Examinations will be only English in respect of Post Qualification Courses viz.: Management Accountancy Course (MAC) Part – I, Corporate Management Course (CMC) Part – I, Tax Management Course (TMC) Part – I, Insurance and Risk Management (IRM) Examination and International Trade Laws and World Trade Organisation (ITL & WTO), International Taxation-Assessment Test (INTT-AT) Examinations. ■

(B. MURALIDHARAN)
JOINT SECRETARY (EXAMINATIONS)

Supplementary Announcement

No.13-CA (EXAM)/N/2017/II: This is in continuation of the Important announcement No.13-CA (EXAM)/N/2017 dated 23rd June, 2017 regarding November, 2017 Chartered Accountancy Examinations/ Post Qualifications Course Examinations. In pursuance of Regulation 22 of the Chartered Accountants Regulations, 1988, the Council of the Institute of the Chartered Accountants of India is pleased to include Navsari among the places where the said examinations are scheduled to be held, provided sufficient number of candidates offer themselves to appear from that place.

B. Muralidharan
Joint Secretary (Exams)

Postponement of Test Paper Scheme – Eligibility to Appear for Final Examination

The students of Final Course may please note that the Eligibility Test Paper Scheme which was to be implemented for the Final Course students from November 2017 attempt, **stands postponed to a later date**. In other words, Final Course students will not be required to take any tests/exams, for being eligible to sit in the forthcoming November, 2017 examinations. Students are advised to continue with their preparation sincerely for the forthcoming examinations. The date and attempt from which the Eligibility Scheme will become applicable will be notified later and well in advance of the relevant examination.

Chairman, Board of Studies

Requirement to Complete (ICITSS) Orientation Course (15 Days) in Lieu of GMCS-I for Select Category Of Students

The students registered for Practical Training (Articleship) on or after 1st May, 2012 uptill 31st December, 2014 but not completed the GMCS-I course, shall be required to undergo (ICITSS) Orientation Course (15 days) w.e.f. 1st July, 2017 in lieu of GMCS-I.

This will be applicable to the students who have completed Orientation Programme (35 hours), and registered for articleship during the above period but not completed GMCS-I.

The above students are advised to register at the online portal www.icaionlineregistration.org or contact the nearest Programme Organising Unit – POU (Regional Offices& Branches) for registration for (ICITSS) Orientation Course and complete the same at the earliest.

Director, Board of Studies

Webcasts and Mock Tests for November, 2017 Examination

The Board of Studies has started organizing LIVE Webcasts and Mock Test Papers for Intermediate (IPC) and Final Course students on "How to prepare for respective subjects for November, 2017 examination". These webcasts aim to mentor students on the strategy to prepare for the respective subjects.

Date	Time	Course and Paper	Mode
17-Aug-2017	4.00 -6.00 pm	IIPC Paper 1: Accounting	Webcast
17-Aug-2017	6.30 -8.30 pm	Final Paper 2: Strategic Financial Management	Webcast
18-Aug-2017	2.00 -5.00 pm	IIPC Paper 1: Accounting	Mock Test
19-Aug-2017	2.00 -5.00 pm	Final Paper 2: Strategic Financial Management	Mock Test
21-Aug-2017	4.00 -6.00 pm	IIPC Paper 7A: Information Technology	Webcast
21-Aug-2017	6.30 -8.30 pm	Final Paper 5: Advanced Management Accounting	Webcast
22-Aug-2017	2.00 -5.00 pm	Final Paper 5: Advanced Management Accounting	Mock Test
23-Aug-2017	4.00 -6.00 pm	IIPC Paper 4 Part II: Indirect Taxes	Webcast
23-Aug-2017	6.30 -8.30 pm	Final Paper 1: Financial Reporting	Webcast
24-Aug-2017	2.00 -5.00 pm	Final Paper 1: Financial Reporting	Mock Test
25-Aug-2017	4.00 -6.00 pm	IIPC Paper 6: Auditing and Assurance	Webcast
25-Aug-2017	6.30 -8.30 pm	Final Paper 7: Direct Tax Laws	Webcast
26-Aug-2017	2.00 -5.00 pm	IIPC Paper 6: Auditing and Assurance	Mock Test
27-Aug-2017	2.00 -5.00 pm	Final Paper 7: Direct Tax Laws	Mock Test
29-Aug-2017	4.00 -6.00 pm	IIPC Paper 3 Part-I: Cost Accounting	Webcast
29-Aug-2017	6.30 -8.30 pm	Final Paper 3: Advanced Auditing & Professional Ethics	Webcast
30-Aug-2017	2.00 -5.00 pm	Final Paper 3: Advanced Auditing & Professional Ethics	Mock Test
31-Aug-2017	4.00 -6.00 pm	IIPC Paper 5: Advanced Accounting	Webcast
31-Aug-2017	6.30 -8.30 pm	Final Paper 8: Indirect Tax Laws	Webcast
01-Sep-2017	2.00 -5.00 pm	IIPC Paper 5: Advanced Accounting	Mock Test
04-Sep-2017	2.00 -5.00 pm	Final Paper 8: Indirect Tax Laws	Mock Test
05-Sep-2017	4.00 -6.00 pm	IIPC Paper 3 Part-II: Financial Management	Webcast
05-Sep-2017	6.30 -8.30 pm	Final Paper 4: Corporate and Allied Laws	Webcast
06-Sep-2017	2.00 -5.00 pm	IIPC Paper 3 Cost Accounting and Financial Management	Mock Test
07-Sep-2017	2.00 -5.00 pm	Final Paper 4: Corporate and Allied Laws	Mock Test
08-Sep-2017	4.00 -6.00 pm	IIPC Paper 7 Sec-B: Strategic Management	Webcast
08-Sep-2017	6.30 -8.30 pm	Final Paper 6: Information Systems Control & Audit	Webcast
09-Sep-2017	2.00 -5.00 pm	IIPC Paper 7: Information Technology and Strategic Management	Mock Test
11-Sep-2017	2.00 -5.00 pm	Final Paper 6: Information Systems Control & Audit	Mock Test
12-Sep-2017	4.00 -6.00 pm	IIPC Paper 4 Part I: Income Tax	Webcast
12-Sep-2017	6.30 -8.30 pm	IIPC Paper 2: Business Laws, Ethics and Communication	Webcast
13-Sep-2017	2.00 -5.00 pm	IIPC Paper 4: Taxation	Mock Test
14-Sep-2017	2.00 -5.00 pm	IIPC Paper 2: Business Laws, Ethics and Communication	Mock Test

Students are advised to view the recorded webcasts at their convenience, to prepare themselves for the forthcoming examination.

Chairman, Board of Studies
Vice Chairman, Board of Studies

CA Students Conference - GUNTUR

5th & 6th AUGUST, 2017

GMCANA Auditorium, Guntur Medical College, Kannavarithota, Guntur – 522 004

Organized by: Board of Studies, ICAI
Hosted by: Guntur Branch of SIRC of ICAI & SICASA Guntur Branch
THEME: NURTURING VALUES & INTEGRITY- ATTAINING EXCELLENCE IN PROFESSIONAL PURSUITS.

DAY-1

10.00 am to 10.30 am	**Inaugural Session**
10.30 am to 12.15 pm	**Technical Session: I: Overview on GST** Registration and filing under GST; Input Tax Credit – How one can get it?; Time, Place and Value of Supply
12.15 pm to 1.00 pm	**Special Session: I: Interaction and Open House with Board of Studies on "How to do paper presentation"**
1.00 pm to 1.45 pm	**Special Session: II : Motivational Session on "How CA Profession helps him to reach on Self-Actualization stage"** by Maslow Need Hierarchy Theory
2.30 pm to 4.00 pm	**Technical session : II: Corporate and Economic Laws** Insolvency and Bankruptcy Code, 2016; CARO, 2016; Related Party Transactions
4.00 pm to 5.00 pm	Special Session : III: Importance of Article Training

DAY-2

10.00 am to 11.30 am	**Technical Session : III: Income Tax : Direct Tax – Recent Developments** Income Computation and Disclosure Standards; Provisions in relation to Limitation of Cash Transactions – 269ST & 271J; TDS – An overview
11.30 am to 12.30 pm	**Special Session: IV: Motivational Session**
12.30 pm to 1.45 pm	**Technical Session : IV: Accounting and Auditing** Revised AS 10 – Plant Property and Equipment; Internal Financial Controls and Internal Audit – Tools for improving Governance and business management ; AS – 26 Intangible Assets in comparison with Ind AS
2.30 pm to 4.00 pm	**Technical Session : V: Information Technology** Digitalization – Role of Auditors; Cyber Fraud; MS Excel - An Analytical Tool

Students Eligible to attend the Students Conference: Students who have registered as IPCC/Intermediate Students/ Students who are pursuing their Articleship Training/Students who have completed their Practical Training but could not qualify their final examinations may attend the conference till next one year from the date of completion of Practical Training.(CPT Students and Students who have completed one year beyond their Articleship training will not be eligible to register for these Conferences)

Registration Fee	₹ 500/- per student	**Accommodation (if required)**@ ₹1,500 per student for two days
Payment Mode	**Cheque / D.D.** to be drawn in favor of Guntur Branch of SICASA, payable at Guntur, Ph.: 0863 - 22128915, 82977 31111; Email: guntur@icai.org; website: gunturicai.org	

CA. Atul Kumar Gupta, Chairman, BoS; **CA. Mangesh Pandurang Kinare,** Vice-Chairman, BoS; **CA. K. Sripriya,** Central Council Member, Conference Director; **CA. Chegu Ashok Kumar,** Chairman, Guntur Branch **& CA. Jonnalagadda Srinivasa Rao,** Chairman, Guntur Branch of SICASA, Conference Coordinators.

CA Students Conference - GHAZIABAD

12th & 13th AUGUST, 2017

Clarks Inn, Pacific Park, Kaushambi, Ghaziabad (Proposed)

Organized by: Board of Studies, ICAI
Hosted by: Ghaziabad Branch of CIRC & CICASA Ghaziabad Branch
THEME: NURTURING VALUES & INTEGRITY- ATTAINING EXCELLENCE IN PROFESSIONAL PURSUITS

DAY-1

08:30 am to 10.00 am	**Registration**
10.00 am to 10:30am	**Inaugural Session**
10:30 am to 12:15 pm	**Technical Session : I : Topic: Indirect Tax :** Goods & Services Tax (GST)- Point of Supply in GST; Place of Supply in GST; Input Tax Credit (ITC) under GST
12:15 pm to 01:00 pm	**Special Session : I : Interaction and Open House with Board of Studies on "How to Crack CA Examination"**
01:00pm to 01:45pm	**Special Session : II: Motivational Session on "How CA Profession helps him to reach on Self-Actualization stage"** by Maslow Need Hierarchy
02:30 pm to 04:00pm	**Technical Session : II : Topic : Auditing:** Internal Financial Control Audit; Forensic Audit & its Importance; Relevance of concurrent audit of banks
04:00 pm to 05:00pm	**Special Session : III: "Importance of Article Training"**

DAY-2

10:00 am to 11:30 am	**Technical Session : III: Topic : Accounts and Corporate law:** Overview of Ind AS; Audit Report and CARO under The Companies Act, 2013; Overview of Ind AS-16 : Property, Plant & Equipment
11:30 am to 12:30 pm	**Special Session : IV:** Short sessions by CAs in Industry / Practice with some achievements
12.30 pm to 01:45 pm	**Technical Session: IV : Topic: Direct Tax:** Income Computation & Disclosure Standard; Various Provisions related to Limitation of cash transaction; Taxation of Foreign Entities
02.30 pm to 04:00 pm	**Technical Session : V : Topic: Allied Laws :** Benami Transactions (Prohibition) Amended Act, 2016; RERA (Real Estate (Regulation and Development) Act, 2016; FEMA (Foreign Exchange Management Act); Insolvency and Bankruptcy Code, 2016

Students Eligible to attend the Students Conference: Students who have registered as IPCC/Intermediate Students/ Students who are pursuing their Articleship Training/Students who have completed their Practical Training but could not qualify their final examinations may attend the conference till next one year from the date of completion of Practical Training.(CPT Students and Students who have completed one year beyond their Articleship training will not be eligible to register for these Conferences)

Registration Fee	₹ 500/- per student (upto 31st July) ₹ 600/- per student (after 31st July)	**Accommodation (if required)**@ ₹1,000/- per student per night excluding taxes on sharing basis.
Payment Mode	**Cheque / D.D.** in favor of **"Ghaziabad Branch of CIRC of ICAI",** Registration Fees may also be remitted through **NEFT/ON-LINE TRANSFER** in favor of"Ghaziabad Branch of CIRC of ICAI". Relevant details are as under:**Bank Name: Bank of Baroda, Clock Tower Branch, Ghaziabad** **Account No. 21330100004246, IFSC Code: BARB0TRDGHA (Fifth digit is ZERO, rest are alphabets),** Please mail the details of RTGS sent alongwith RTGS no., screenshot of your bank account, **" Online link for Reg. :-** **http://icaigzb.org/myorder/?ui=mycart,** Please mail the Online Payment Receipt **with name, address, registration number, mobile Number and email** at mail **id cicasagzb2016@gmail.comand info@icaigzb.org**for confirmation of registration.Ph.:0120-4114478/ 2793802/9716378902/9999958290/9654292195/9716287913	

CA. Atul Kumar Gupta, Chairman, BoS; **CA. Mangesh Pandurang Kinare,** Vice-Chairman, BoS; **CA. Mukesh Singh Kushwah,** Central Council Member, Conference Director; **CA. Mukesh Bansal, CA. Gyan Chandra Misra,** Regional Council Member, Conference Coordinator; **CA.Sachinder Garg,** Chairman, Ghaziabad Branch **& CA.Vineet Rathi,** Chairman, CICASA Ghaziabad Branch, Conference Coordinators.

CA Students Conference - PALAKKAD

19th & 20th AUGUST, 2017

Yuvakshetra Institute of Management Studies, Ezhakkad, Palakkad

Organized by: Board of Studies, ICAI
Hosted by: Palghat Branch of SIRC of ICAI & SICASA Palghat Branch
THEME: NURTURING VALUES & INTEGRITY- ATTAINING EXCELLENCE IN PROFESSIONAL PURSUITS

DAY-1

8.30 am - 9.30 am	**Registration**
9.45 am - 10.45 am	**Special Session: I : Inner Motivation and Value Systems**
10.45 am to 11.00 am	**Inaugural Session** **Chief Guest : CA. Atul Kumar Gupta,** Chairman, Board of Studies, ICAI **Guest of Honour : CA. Babu Abraham Kallivayalil,** Central Council Member, Kochi **Special Guest : CA. K. Jalapathi,** Chairman SICASA
11.00 am to 11.45 am	Special Session: II : **Initiatives taken by Board of Studies and Interaction with Board of Studies**
11.45 am to 12.45 pm	**Technical Session: I : Indirect Taxation** **Topic:** 1. GST – Way Forward an Analysis; 2. GST – Computation & Returns
1.30 pm to 2.30 pm	**Special Session: III : Importance of Articleship**
2.30 pm to 3.30 pm	**Technical Session: II : Companies Act, 2013** **Topic:** 1. CARO 2016 ; 2. Prevention of Oppression & Mismanagement
3.30 pm to 5.00 pm	**Special Session: IV : Cracking CA Examinations, the Must know path**

DAY-2

8.30 am to 10.00 am	**Technical Session: III : Financial Management** **Topics:** 1. Corporate Financial Reporting; 2. Investment Decisions.
10.00 am to 11.30 am	**Technical Session: IV: Direct Taxes** **Topics:** 1. ICDS – Impact Analysis ; 2. Chapter VI A
11.30 am to 12.30 pm	**Special Session: V: Go Green – Why and Why Should?**
1.15 pm to 2.45 pm	**Technical Session: V : Accounting & Auditing Standards** **Topics:** 1. Compliance Aspects of Accounting Standards; 2. Auditing Standards– Reporting Aspects
2.45 pm to 3.45 pm	**Special Session: VI : CA – A Rainbow of Opportunities**

Students Eligible to attend the Students Conference: Students who have registered as IPCC/Intermediate Students/ Students who are pursuing their Articleship Training/ Students who have completed their Practical Training but could not qualify their final examinations may attend the conference till next one year from the date of completion of Practical Training. (CPT Students and Students who have completed one year beyond their Articleship training will not be eligible to register for these Conferences)

Registration Fee	₹ 600/- per student ₹ 500/- per student (Early Bird)	Accommodation (if required) @ Rs. 500/- per student (Twin Sharing)
Payment Mode	**Cash/DD/Cheque** to be drawn in favor of **Palghat Branch of SIRC of ICAI**, payable at Palakkad, Email palghat@icai.org, Ph- 0491-2576450 / +91 9809442703	

CA. Atul Kumar Gupta, Chairman, BoS; **CA. Mangesh Pandurang Kinare,** Vice-Chairman, BoS; **CA. Babu Abraham Kallivayalil & CA. G. Sekar,** Central Council Members, Conference Director; **CA. Jomon K George,** Regional Council Member, Conference Coordinator; **CA. Rajalakshmy M, Chairman,** Palghat Branch & **CA. Arun A,** Chairman, Palghat Branch of SICASA, Conference Coordinators.

CA Students Conference - UDAIPUR

19th & 20th AUGUST, 2017

ICAI BHAWAN, UDAIPUR

Organized by: Board of Studies, ICAI
Hosted by: Udaipur Branch of CIRC & CICASA Udaipur Branch
THEME: NURTURING VALUES & INTEGRITY – ATTAINING EXCELLENCE IN PROFESSIONAL PURSUITS

DAY-1

10.00 am to 10.30 am	**Inaugural Session**
10.30 am to 12.15 pm	**Technical Session : I: Topic:Income Tax**
12.15 pm to 01.00 pm	**Special Session : I : Interaction and Open House with Board of Studies on "How to Crack CA Examination"**
01.00 pm to 01.45 pm	**Special Session : II: Motivational Sessionon "How CA Profession helps him to reach on Self-Actualisation stage"** by Maslow Need Hierarchy Theory
02.30 pm to 4.00 pm	**Technical session : II: Topic: Company Law**
04.00 pm to 05.00 pm	**Special Session : III: Topic: "Importance of Article Training"**

DAY-2

10.00 am to 11.30 am	**Technical Session : III: Topic: Auditing**
11.30 am to 12.30 pm	**Special Session: IV: Special Address** on "Success Stories"
12.30 pm to 01.45 pm	**Technical Session : IV: Topic:GST**
02.30 pm to 04.00 pm	**Technical Session : V: Topic: Accounting Standards**

Students Eligible to attend the Students Conference: Students who have registered as IPCC/Intermediate Students/ Students who are pursuing their Articleship Training/ Students who have completed their Practical Training but could not qualify their final examinations may attend the conference till next one year from the date of completion of Practical Training.(CPT Students and Students who have completed one year beyond their Articleship training will not be eligible to register for these Conferences)

Registration Fee	**Online Registrations only:** ₹ 500 upto 10th August, 2017; ₹ 700 thereafter till 17th August 2017 & ₹ 1,000 on 18th August 2017 (No spot registration)
Payment Mode	**Students can enroll themselves online only by visiting on www.icai-udaipur.org**

CA. Atul Kumar Gupta, Chairman, BoS; **CA. Mangesh Pandurang Kinare,** Vice-Chairman, BoS; **CA. Prakash Sharma,**Central Council Member, Conference Director; **CA. Anshul Mogra,**Chairman, Udaipur Branch & **CA. Manish Nalwaya,** Chairman, CICASA Udaipur Branch, Conference Coordinators.

Campus Placement Programme

August-September, 2017

For Newly Qualified Chartered Accountants (NQCAs)

Maintaining strong and spontaneous relationship with the industry and other business houses remains the main focus of the Committee for Professional Accountants in Business & Industry (CPABI) of the Institute of Chartered Accountants of India (ICAI). An initiative in that effect remains the Campus Placement Programme (held twice a year) that provides a platform to both the NQCAs and the organizations looking for to hire the best available talents to fulfill their human resource requirement. ICAI simply acts as a facilitator to bring the recruiter and NQCAs together.

Invitation to Organisations- Any corporation, irrespective of its size, standing in the market and boundary of its business, can take part in this placement programme being held at several centers across the country during August-September, 2017.

Campus Interview Schedule:

No.	Centre	Dates
1.	New Delhi	16th, 17th, 18th, 19th & 21st August, 2017
2.	Mumbai	17th, 18th, 19th, 21st & 22nd August, 2017
3.	Bangalore	18th, 19th, 21st & 22nd August, 2017
4	Chennai	21st, 22nd, 23rd & 24th August, 2017
5.	Kolkata	22nd, 23rd, 24th & 25th August, 2017
6.	Jaipur & Pune	23rd, 24th & 26th August, 2017
7.	Ahmedabad & Hyderabad	24th, 26th & 28th August, 2017
8.	Durgapur	12th September, 2017
9.	Bhubaneswar, Chandigarh, Coimbatore, Indore, Kanpur & Thane	13th & 14th September, 2017
10.	Ernakulam	14th September, 2017

Invitation to Candidates: The above Campus is meant for the candidates who would be passing the CA Final examination held in May, 2017 and also for others who have qualified earlier and are fulfilling the criteria mentioned in the Announcement.

Organisations intending to recruit NQCAs through campus scheme are requested to get in touch with the CPABI Secretariat, ICAI Bhawan, Indraprastha Marg, New Delhi - 110002, Tel. No. (011) 30110491/450/526//548/555/430 Email: campus@icai.in and to register log on to www.placement.icai.org .

For any queries \ clarification, Candidates may email at cajob@icai.in and to register log on to www.placement.icai.org

Chairman
Committee for Professional Accountants in Business & Industry
The Institute of Chartered Accountants of India

Organised By:
Committee for Professional Accountants in Business & Industry (CPABI)
The Institute of Chartered Accountants of India
(Set up by an Act of Parliament)
'ICAI BHAWAN', Post Box No 7100, Indraprastha Marg, New Delhi – 110002.
Tel. No. (011) 30110491/450/526 | E-mail: campus@icai.in

Please visit: www.icai.org, www.placement.icai.org, www.jobs4cas.icai.org

Career Counselling Sub-group Under BOS, ICAI

Career Counselling Sub-group Under BOS, ICAI is Now on Social Media Platform

Career Counselling Sub-group Under BOS, ICAI has brought out its contents in social media platform, to promote the Commerce Education with special focus on CA course amongst Secondary, Senior/ Higher Secondary, Graduate/Post Graduate students as well as other stakeholders. The aforesaid various social media platform like Facebook, Twitter, Google+, Youtube & Linkedin will be a stepping stone for choosing an excellent career with special reference to Commerce education particularly Accountancy education and help them in deciding the right career choice in accountancy education available to them, which will facilitate in creating buzz, post updates, starting discussions, sharing links, promotional campaigns, promote blogs/feeds, posting of photos & documents , creating twitter handler, customised for Contact form/ Registration form for the same etc. for the same.

Facebook

- Creating profile
- Creating page
- Content development

- Buzz creation
- Integration page with other social media channels
- Post updates with links to the desired landing page
- Joining groups and pages
- Adding members
- Starting discussions
- Sharing links
- Run contests promotional campaigns, polls

- Video sharing via YouTube tabs (for viral campaigns)
- Photo sharing via page flicker apps/ similar apps
- Document sharing (pdf, ppt, whitepapers, brochures, notes..)
- Customized contact from/ registration form
- Promote blogs/feed

Google+

- Creating profile
- Create page
- Buzz creation

- Integrating page with other social media channels
- Post updates with links to the desired landing page
- Joining pages
- Adding influencers to our circles
- Starting discussion
- Sharing links
- Video sharing
- Photo sharing
- Document sharing (pdf, ppt, whitepaper, brochures, notes..)
- Tagging

Twitter

- Creating twitter handle
- Post tweets with site link (content from the site)
- Following key influencers
- Use hash tags for keywords
- Retweet influential tweets
- Tweeting based on trends
- Post natural updates frequently

- Influence mentions
- Increase followers base constantly
- Network and engage the followers

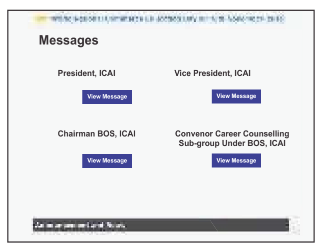
YouTube

- Creating a YouTube channel.
- Managing the YouTube Page of the brand.
- Integration of YouTube videos with facebook brand page
- Optimization of YouTube channel.
- Making video viral by sharing them on other social media platforms.
- Posting some documentary

Career Counselling Sub-group Under BOS, ICAI

An endeavour towards promotion of Commerce Education particularly CA Course: An Exclusive website of Career Counselling Sub-group Under BOS, ICAI i.e. cccicai.in

Career Counselling Sub-group Under BOS, ICAI has brought out an Exclusive website, to promote the Commerce Education with special focus on CA course amongst Secondary, Senior/ Higher Secondary, Graduate/Post Graduate students as well as other stakeholders. The aforesaid website will educate students about the glorified world of Accountancy Profession This website will be a stepping stone for choosing an excellent career with special reference to Commerce education particularly Accountancy education and help them in deciding the right career choice in accountancy education available to them.



CROSSWORD - AUGUST 2017

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ACROSS

1. Assistant
5. Destiny
7. ___ and Prejudice: Jane Austin
11. Disembarked
12. Differ
13. Gross Value- Depreciation = ____ Value
14. Valid ending for the Ms Word file.
16. Six ____: set of techniques and tools for process improvement.
17. ____ audience: the intended audience or readership of a publication, advertisement, or other message.
21. A programme to collect monsoon data through remote sensing, economic data and monitoring of crops when growing.
22. Puzzle or logograph
24. For the preparation of their financial statements, non-corporate entities are required to follow __________
25. A method of learning.
26. To ____ money means to earn a very large amount of money, especially by doing something very successfully.
27. Roman numeral for 1500.
28. Wager
30. Opposite of come.
31. Roman numeral for 150.
33. Wireless Network
36. Heroic Poetry
38. ____ :An Act to regulate the real estate sector in India.
39. _____ goose chase: A foolish and hopeless search for or pursuit of something unattainable.
40. A number which has only two factors namely 1 and the number itself is called ____ number.
41. ____: A term coined by Organisation for Economic Co-operation and Development (OECD) to measure aid.
42. Long, long period.
44. It is _____ or never.
45. Demonstrates
46. An identification number assigned to business enterprises for tracking their transactions.
47. A recently introduced indirect tax applicable throughout India which replaced multiple cascading taxes levied by the central and states.

DOWN

1. Linking of ____ is now mandatory for filing Income Tax Return from 1-Jul-2017 onwards.
2. A United Nations agency dealing with labour problems, particularly international labour standards, social protection, and work opportunities for all.
3. Command, Rule
4. A US science fiction of 1982.
5. Roman numeral for 55.
6. Move along briskly
8. Insults
9. As per Law of ____, there is an inverse relationship between price and quantity demanded.
10. "and others" in Latin.
15. A capital budgeting tool for measuring the profitability of potential investments.
16. In computing, ______ is a global and decentralized, distributed file system for Unix-like operating systems.
18. Mature
19. _____ theory is the study of mathematical models of conflict and cooperation between intelligent rational decision-makers.
20. Give out
23. Negative vote
24. about, in the direction of
27. Roman numeral for 1003
29. Ogle
30. Profit
31. Acme
32. Son
34. Gushes
35. Latin clarifier
37. Become large
38. Any payment in excess of the cost of production is called economic ____.
42. Blockhead
43. An article (English Grammer).

RNI NO. 66180/1997

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ICAI Central Council Member, CA. (Dr.) Debashis Mitra addressing the Students' Conference at Kolkata.

CA Students' Conference, Salem: ICAI Central Council Members, CA. Babu Abraham Kallivayalil and CA. MP. Vijay Kumar at the inaugural function.

CA. Students' Conference, Baroda: Vice Chairman, Board of Studies, CA. Mangesh Kinare, Central Council Member, CA. Jay Chhaira, Chairman, Baroda Branch, CA. Arpan Dodia and other dignitaries at the inaugural session.

ICAI Central Council Member, CA. Nihar Niranjan Jambusaria addressing the Students' Conference at Baroda.

If undelivered, please return to: The Institute of Chartered Accountants of India, ICAI Bhawan, Indraprastha Marg, New Delhi-110104