



Bengaluru Branch of SIRC e-Newsletter

Volume 10 | Issue 5 | December 2021 | Pages : 26

English Monthly
For Private circulation only



Happy
Christmas

Inanarjan
Empowering Excellence

VIRTUAL CPE MEETINGS

- **Trademarks**
1st December, 2021
- **The Concept of Prepack under Insolvency and Bankruptcy Code as a Business Re-organization**
8th December, 2021
- **Two Days National Conference on Indirect Taxes**
10th & 11th December, 2021
- **Investor Awareness Program**
How to calculate intrinsic value of Shares
Mutual Funds for Wealth Creation
14th & 21st December, 2021
- **Practical challenges in Income tax and GST compliance and litigation**
15th December, 2021
- **Leadership Training Program for CA's**
Theme : **Unleash the Power in you**
18th, 19th & 25th, 26th December, 2021
- **Building the Data Skynet for Audit and Finance function**
22nd December, 2021
- **Forensic Audit**
29th December, 2021
- **Sustainability Reporting**
Emerging issues and insights
5th January, 2022
- **Taxation of unexplained cash credit**
12th January, 2022
- **Accounting for Digital Assets**
19th January, 2022
- **Study Circle Meet**
26th January, 2022



Dear Professional Colleagues,

Specialisation is the way forward

Specialisation marks a new era in our profession. For decades we've established ourselves to be entities fixated on offering our clients a range of essential services, tending to their fundamental requirements as a business or as a corporate. However, with increasing competition within the market, the need to distinguish oneself has become more relevant now than ever. Specialisation will help you achieve that ability to stand out. General practice full-service firms, while pertinent to the market will only continue to face still competition, forcing them to compete on overall fee demandable, which results in such firms attracting lower-quality clients who will view such firms to be as nothing more than replaceable vendors.

Specialization will assist you and your firm in creating and providing tailor-made solutions, making your expertise worth paying for. Discerning clients will

appreciate knowing that their Chartered Accountant possesses an intricate understanding of their particular business and the market. It is pertinent that professional such as ourselves move beyond the realm of offering our clients mere compliance-driven solutions. Rather, it is time for us to be more proactive and offer them knowledge-driven solutions that will assist them in taking their business to the next level.

Foundation Coaching Classes in R .C. College for B.Com Students

As a part of its commitment to social responsibility, your Branch is arranging CA Foundation coaching classes in R. C. College, which has seen registration of more than 50 B.Com Students. The cost of the Coaching classes is subsidised by M/s Dyna-Fusion Technologies Private Limited from their CSR funds, through The Bangalore R T Nagar Rotary Trust. We hope that the students stand to benefit from the physical coaching classes and that they will clear the foundation course without any hurdle, allowing for them to qualify as Chartered Accountants in the years to come.

November & December Month Programs – at a Glance

In the month of November, the Branch had conducted a variety of workshops and knowledge sharing sessions on up and coming areas of practice. A two-day hybrid mode (both physical and virtual) Conference was conducted on 26th and 27th November 2021 on Practical issues and important aspects of Charitable Trusts and Other Institutions under Income Tax, GST, FCRA and

other relevant statutes. The Chief Guest for this program was Dr CA. I S Prasad, President of FKCCI, and the Guest of Honour was CA Babu Abraham Kallivayalil, Chairman of the Professional Development Committee of ICAI. The program was well attended and was greatly appreciated by the conference attendees.

There are a host of engaging programs and sessions planned for the month of December. A two-day hybrid mode conference on GST is planned under the aegis of Indirect Tax Committee of ICAI on 10th & 11th December 2021. ICAI President, CA Nihar N Jambusaria has kindly agreed to inaugurate the conference. Please do visit www.bangaloreicai.org for more details and to register and participate for the same.

ICAI Elections

Election for Regional Council and Central Council is scheduled in Bengaluru for the 3rd and 4th December 2021 from 8AM to 8PM. There are six polling booths arranged in Bengaluru across the city. Polling booths have been allotted based on your address pin-code. I hereby request all of you come out and vote for the candidate of your choice for the benefit of profession at large.

CA Examinations

The end of the years brings with it the examination period. Any sort of testing creates stress in the mind of the test taker, and it is only natural to take such stress about having to do well. It is important however to manage this stress efficiently so as to allow it to bring the best out of you, come exam day. Remember to

take breaks, drink loads of water and get the right amount of sleep every night as you prepare to allow for maximum knowledge retention. We wish all the aspirants writing their CA Foundation/Intermediate/Final examinations the very best of luck and no matter what happens, always take pride in the knowledge that you did our absolute best!

Chartered Accountants Benevolent Fund (CABF)

The Chartered Accountants Benevolent Fund (CABF) is an important fund for our fraternity who find themselves in situations of distress. We have created a link in the Branch website (www.bangaloreicai.org) where you may make your donations to the fund. Individual receipts will be issued against the donations made along with the benefit of exemptions by way of S.80G of the Income Tax Act, 1961.

COVID-19

With the new variant of COVID having been recently discovered and the potential challenges that it may present, it is my humble request to members to continue wearing their masks and make it a mandate within their offices to contain the spread of the virus. Let us take all possible precautions within our power to ensure that us and our families stay safe against the virus.

Thank you, stay safe and stay healthy.

Yours in Service

CA. B.T. Shetty

Chairman

Bengaluru Branch of SIRC of ICAI



CALENDAR OF EVENTS

VIRTUAL CPE MEETINGS FOR THE MONTH OF DECEMBER 2021

DATE AND DAY	TOPIC / SPEAKER	TIME	STRUCTURED CPE HOURS												
01.12.2021 Wednesday	Study Circle Meet Trademarks Advocate Mahuva Shetty	Virtual 6.00 pm to 8.00 pm	2 hrs												
08.12.2021 Wednesday	Study Circle Meet The Concept of Prepack under Insolvency and Bankruptcy Code as a Business Re-organization CA. Pramod Srihari	Virtual 6.00 pm to 8.00 pm	2 hrs												
10.12.2021 Friday & 11.12.2021 Saturday	Two Days National Conference on Indirect Taxes INAUGURATION BY THE CHIEF GUEST CA. NIHAR N JAMBUSARIA , PRESIDENT, ICAI <i>Organized under the aegis of</i> GST & Indirect Taxes Committee of ICAI <i>Hosted by :</i> Bengaluru Branch of SIRC of ICAI <table><tr><td>DELEGATE FEES:</td><td>For Members:</td><td>For Non Members:</td></tr><tr><td>Physical</td><td>Rs.2,000/- (Plus GST)</td><td>Rs.4,000/- (Plus GST)</td></tr><tr><td>DELEGATE FEES:</td><td>For Members:</td><td>For Non Members:</td></tr><tr><td>Virtual</td><td>Rs.400/- (Plus GST)</td><td>Rs.800/-(Plus GST)</td></tr></table> <i>Details at Pg. No.21</i>	DELEGATE FEES:	For Members:	For Non Members:	Physical	Rs.2,000/- (Plus GST)	Rs.4,000/- (Plus GST)	DELEGATE FEES:	For Members:	For Non Members:	Virtual	Rs.400/- (Plus GST)	Rs.800/- (Plus GST)	FKCCI Auditorium Federation House, K.G.Road, opposite Bhoomika Theater, Bengaluru – 560009 9.30 am to 6.00 pm	12 hrs
DELEGATE FEES:	For Members:	For Non Members:													
Physical	Rs.2,000/- (Plus GST)	Rs.4,000/- (Plus GST)													
DELEGATE FEES:	For Members:	For Non Members:													
Virtual	Rs.400/- (Plus GST)	Rs.800/- (Plus GST)													
14.12.2021 Tuesday & 21.12.2021 Tuesday	Investor Awareness Program <i>Organized under the aegis of</i> Capital Market & Investors Protection Committee of ICAI <i>Hosted by :</i> Bengaluru Branch of SIRC of ICAI How to calculate intrinsic value of Shares CA. Santhosh Maller , Mumbai Mutual Funds for Wealth Creation <i>Speaker to be Finalized</i> NO Delegate Fee	Virtual 4.00 pm to 6.00 pm	4 hrs												
15.12.2021 Wednesday	Study Circle Meet Practical challenges in Income tax and GST compliance and litigation CA. Mridul Agarwal	Virtual 6.00 pm to 8.00 pm	2 hrs												

Details at Pg. No.21

CALENDAR OF EVENTS

VIRTUAL CPE MEETINGS FOR THE MONTH OF DECEMBER 2021 & JANUARY 2022

DATE AND DAY	TOPIC / SPEAKER	TIME	STRUCTURED CPE HOURS
18.12.2021 Saturday 19.12.2021 Sunday & 25.12.2021 Saturday 26.12.2021 Sunday	Leadership Training Program for CA's Theme : Unleash the Power in you <i>Details at Pg. No.22</i>	Race Course Road Bengaluru 10.00 am to 5.30 pm	24 hrs
22.12.2021 Wednesday	Study Circle Meet Building the Data Skynet for Audit and Finance function CA. Anand P Jangid	Virtual 6.00 pm to 8.00 pm	2 hrs
29.12.2021 Wednesday	Study Circle Meet Forensic Audit CA. Ranganatha Achar	Virtual 6.00 pm to 8.00 pm	2 hrs
05.01.2022 Wednesday	Study Circle Meet Sustainability Reporting Emerging issues and insights CA. Taruna Saxena	Virtual 6.00 pm to 8.00 pm	2 hrs
12.01.2022 Wednesday	Study Circle Meet Taxation of unexplained cash credit CA. Sreehari Kutsa	Virtual 6.00 pm to 8.00 pm	2 hrs
19.01.2022 Wednesday	Study Circle Meet Accounting for Digital Assets CA. Asha M	Virtual 6.00 pm to 8.00 pm	2 hrs
26.01.2022 Wednesday	Study Circle Meet	Virtual 6.00 pm to 8.00 pm	2 hrs

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Advt. material should reach us before 22nd of previous month.

EDITOR :
CA. B.T. SHETTY

SUB EDITOR :
CA. DIVYA S

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Bengaluru Branch of SIRC of ICAI

is looking for the Post of **IT Faculty**

Having good communication skills,
excellent knowledge of MS Office automation & Tally

Qualification : Graduate or Post Graduate, Minimum of 5 Years of Experience

Address : The Chairman, Bengaluru Branch of SIRC of ICAI

Send your CV to blrchairman@icai.org; ca.srinivast@gmail.com;
blritt@icai.org; bladmin@icai.org

Bengaluru Branch of SIRC of ICAI

is looking for the Post of **Sr. Accountant**

Qualification : Commerce UG / PG

Minimum of 5 Years of Experience in accounting / management

Address : The Chairman, Bengaluru Branch of SIRC of ICAI

Send your CV to blrchairman@icai.org; ca.srinivast@gmail.com;
bladmin@icai.org

Bengaluru Branch of SIRC of ICAI

is looking for the Post of **Office Assistant**

(Preferably female candidate). Having good communication skills

Qualification : Commerce Graduate,
age between : 25 to 30, Minimum of 2 Years of Experience

Address : The Chairman, Bengaluru Branch of SIRC of ICAI.

Send your CV to blrchairman@icai.org; ca.srinivast@gmail.com;
bladmin@icai.org



BAD BANK - A REMEDY FOR THE NPA ILLNESS ?

CA. Ranganatha Achar Krishna, ACA & ACMA



Introduction:

"Bad loans are sown in good times"

- Dr C Rangarajan,
Ex RBI Governor

Many years back in the Mid 80's one of my Paternal uncles a Rank Holder In Both CA & CPA was working in Mellon Bank in USA which was going through a Very hard time before switching to another Commercial Bank, however the new concept of Bad Bank first originated in Mellon Bank in the year 1988 when it had set up a separate entity by the legal name Grant Street National Bank (In Liquidation) to take on its Toxic Assets (where the recovery rate of bad debts was very remote before merging their bank with Bank of New York and dissolving the special entity formed to take care of NPA's, Bad Loans, Toxic loans in the year 1995, this was the first case

of Bad Bank existence in the public domain and eventual dissolution.

What is a Bad Bank?

In the Budget for FY 2021-2022, Finance Minister Mrs. Nirmala Sitharaman announced that an Asset Reconstruction Company Limited (ARC) and Asset Management Company

(AMC) will be set up to deal with the stressed assets of the public sector banks. In this background, Finance Minister announced the establishment of National Asset Reconstruction Company Ltd (NARCL) a government backed Bad Bank along with IDRCL (India Debt Resolution Company Ltd).

Let Us Go to the basics

What Are NPA's?

Non-Performing Assets (NPA)

NPA expands to non-performing assets (NPA). Reserve Bank of India defines NPA as any advance or loan that is overdue for more than 90 days. "An asset becomes non-performing when it ceases to generate income for the bank,". To be more attuned to international practices, RBI implemented the 90 days overdue

What it means, and how it works

Finance minister Nirmala Sitharaman on Thursday announced measures that paved way for operationalisation of the bad bank, which was originally announced in Union Budget 2021-22

₹30,600 cr
in guarantees to be provided by Centre to buy bad loans from banks over a period of 5 years

WHO WILL PURCHASE THESE BAD LOANS AND HOW?

The National Asset Reconstruction Company Ltd (NARCL) has been incorporated under the Companies Act and has applied to RBI for licence as an asset reconstruction company. It will purchase bad loans at a discounted value from banks under a 15:85 structure, where it will pay up to 15% of the value in cash and issue security receipts for the rest

WHAT WILL THIS COVER?

NARCL is intended to resolve stressed loan assets above ₹500cr which together amount to:

₹2,00,000cr worth bad loans

HOW WILL THIS HELP?

This will enable speedy disposal of stressed assets and clean balance-sheets of banks

"[The structure] will incentivise quicker action on resolving stressed assets helping in better value realisation... This approach will also permit freeing up of personnel in banks to focus on increasing business and credit growth."

- NIRMALA SITHARAMAN, finance minister





norm for identifying NPAs has been made applicable from the year ending March 31, 2004.

Depending on how long the assets have been an NPA, there are different types of non-performing assets as well.

What is an asset for a bank?

- Asset means anything that is owned. For banks, a loan is an asset because the interest we pay on these loans is one of the most significant sources of income for the bank. When customers, retail or corporates, are not able to pay the interest, the asset becomes 'non-performing' for the bank because it is not earning anything for the bank. Therefore, RBI has defined NPAs as assets that stop generating income for them.

Categories of NPA's

There are different types of non-performing assets depending on how long they remain in the NPA category.

a) Sub-Standard Assets

- An asset is classified as a sub-standard asset if it remains as an NPA for a period less than or equal to 12 months.

b) Doubtful Assets

- An asset is classified as a doubtful asset if it remained as an NPA for more than 12 months.

c) Loss Assets

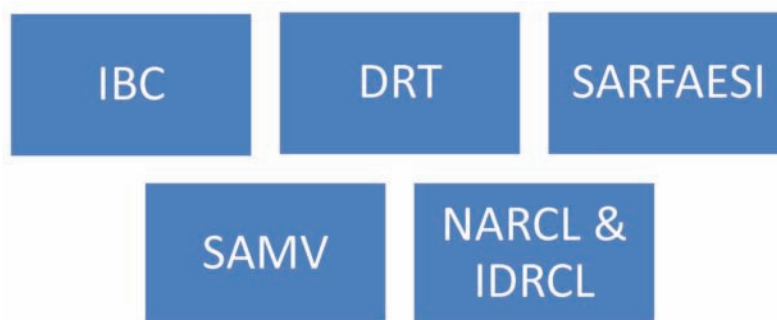
- An asset is considered as a loss asset when it is "uncollectible" or has such little value that its continuance as a bankable asset is not suggested.

However, there may be some recovery value left in it as the asset has not been written off wholly or in parts

Among the bouquet of 12 big defaulting firms are the ones that used to make Steel, Textiles, Infrastructure and Ships, distribute electricity, develop real estate and build infrastructure. Some of their assets need to be sold, and this will be a challenge in a slowing economy.

The loans began piling up between Years 2006 and 2008, when growth was buoyant and borrowing was easy. The global financial crisis of Sub Prime Crisis of USA during the Year 2007-2008 and the slowdown of growth left India relatively unscathed, and enthusiasm for investment didn't wane.

In India we have the following recourse in case of debts going bad along with 28 Assets Reconstruction Companies.



Earlier we had recourse to the following within the framework of law for seeking an end to the problems of chronic NPA's or Toxic Assets

Insolvency and Bankruptcy Code (IBC),

Strengthening of Securitization and Reconstruction of Financial Assets and Enforcement of Securities Interest (SARFAESI Act)

Debt Recovery Tribunals (DRT), as well as

Setting up of dedicated Stressed Asset Management Verticals (SAMVs) in banks for large-value NPA accounts have brought sharper focus on recovery.

In spite of the best efforts, substantial amount of NPAs Still continue on balance sheets of banks primarily because the stock of bad loans as revealed by the Asset Quality Review is not only large but fragmented across various lenders. High levels of provisioning by banks against legacy NPAs has presented a unique opportunity for a faster resolution.

Existing ARCs (About 28) have been helpful in resolution of stressed assets especially for smaller value loans. Various available resolution mechanisms, including IBC have proved

to be useful. However, considering the large stock of legacy NPAs, additional options / alternatives are needed and the NARCL-IRDCL structure announced in the Union Budget is this new initiative.

NARCL has been incorporated under the Companies Act and has applied to Reserve Bank of India for license as an Asset Reconstruction Company (ARC).

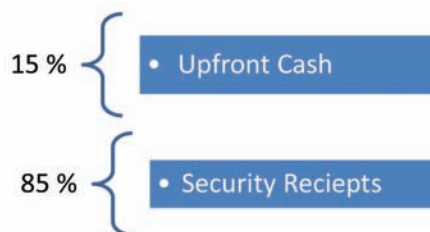
NARCL has been set up by banks to aggregate and consolidate stressed assets for their subsequent resolution. PSBs will maintain 51% ownership in NARCL

State owned lenders State Bank of India (SBI), Union Bank of India, Punjab National Bank (PNB) and Indian Bank have picked up a stake each in NARCL.

- SBI
- Union Bank of India
- Indian Bank have each picked up 13.27 per cent stake each in NARCL,
- PNB has bought 12.06 per cent Totalling in all 51.07 % Of the stake

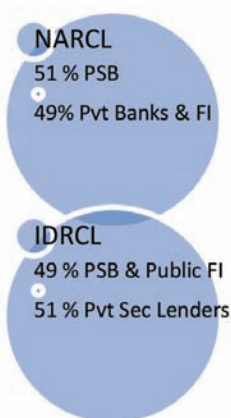
The NARCL has been incorporated under the Companies Act, and public sector banks will hold 51 per cent in the Bad Bank. The remaining Balance will be held by private banks and financial institutions.

About 16 public and private sector banks have put in Rs 5,000-6,000 crore in the bad bank. That will be utilized by it to pay 15 per cent cash to the lenders while purchasing their bad loans. The remaining 85 per cent will be paid through security receipts guaranteed by the government.



The newly formed NARCL expects to recover anywhere between Rs 50,000 crore and Rs 64,000 crore through the resolution of Bad loans worth Rs 2 trillion (Rs 200,000 Crores) out of target set in phase 1 of Rs 90,000 Crores and Rs 110,000 Crores set in Phase 2.

If NARCL manages to recover something from the bad loans, banks which sold them will get a direct bottom line boost. Given that NARCL is only going to take over fully provided for loans, it will take them over at 80-90 per cent haircut of the initial Rupees 90,000 Crores. It will not be required to immediately fork out cash. It will pay the banks 15 per cent of the value upfront, paying the balance in Security Receipts (SRs), which will be redeemed as and when recoveries are made against the loans. The government has now offered to make up the shortfalls between the value of these Security Receipts and actual recoveries up to a sum of ₹30,600 crores (15% of Rs 200,000 Crores)



IDRCL is a service company / operational entity which will manage the asset and engage market professionals and turnaround experts. Public Sector Banks (PSBs) and Public FIs will hold a maximum of 49% stake and the rest will be with private sector lenders.

Practical Approach: One of the PSU banks has written off almost Rs 22,000 crores, so as per the concept of Bad Bank, they have to be sent to NARCL for Rs 2200 Crores for which they will get cash upfront of Rs 330 crores and the balance Rs 1870 Crores in Security Receipts, but what if the recoveries are more than Rs 2200 Crores, whether the concerned PSU which had written off the entire amount of Rs 22,000 Crores will get the benefit or in best interests of its own will pursue the case independently ? Secondly whether the Government will close the window of NARCL-IDRCL after 5 years is another pertinent question. But the American Experiment at Mellon Bank showed some positive results before winding up for good in the year 1995. So let us also give it a try and see for the results. I am a positive optimist by Nature.

Credits:

The Hindu Business Line
PIB – Government of India
Geojit Research



ASSURANCE MAPS

A TOOL FOR EFFECTIVE CORPORATE GOVERNANCE

CA. Naval Kishore Bajaj



Background:

In its simplest meaning, the word “assurance” means a promise that something is or behaves as expected. We all take out to different ways of getting assurance for ourselves when buying a product, investing in a stock, or recommending a job to a friend.

As Chartered Accountants, we use this term often to signify our opinion on the subject matter audited or reviewed by us. Interestingly, the word assurance does not find a mention in the Companies Act, 2013 and is mentioned only twice in the underlying rules of the Act. Its relative word “assure” does find a single mention in Code for Independent Directors. Yet, we notice phenomenal use of the word “assurance” in accounting and auditing world. As an example, ICAI committee responsible for formulation of Standards is named as Auditing & Assurance Standards Board; the Compendium on Standards of Internal Auditing uses the word assurance 178 times in 83 pages document and so on.

Effectively we give “assurance” to the readers’ of our audit reports, by explaining the work done by us and the results of the same. Usually the readers of our audit memos will drive conclusions based on the exceptions reported by us and have a confidence

(assurance) that except for the findings reported, other parts of the system are working fine.

Relevance for the Board of Directors

The board of directors of a company are made responsible by law to ensure adequacy and effective working of risk management systems, internal financial controls, systems to ensure compliance with applicable laws, and take ownership on the reported results. Thus, it becomes one of the key responsibilities of a board of directors to obtain assurance that an organization’s processes operate within the parameters established to achieve the defined objectives.

While they can’t control all of the information that is reported about a company, the Boards have a responsibility for all of the information that is provided to stakeholders, especially in relation to the key risks facing the business. Boards also have a responsibility to ensure there are appropriate controls and processes in place so that this reporting can be trusted by its users. And given the number of corporate failures and institutional scandals observed by stakeholders in last decade, there is a certain erosion of trust in corporate institutions (auditors, independent directors, bankers etc.) as a whole,

which results in a dire need to develop methods and processes that provide additional confidence to the Board as well as to external stakeholders.

Board of directors are often asking the executive management if every significant risk applicable to the organisation is being evaluated or not. They are interested to know the responsible officer, the relevant process and receive independent assurance on the important topics. Board relies on information from multiple assurance providers, including internal assurance providers (e.g., risk management, compliance, and other control functions as well as the internal audit activity) and external providers (e.g., statutory auditors, tax auditors, secretarial auditors, cost auditors, and other consultants). In some topics, assurance is required by regulation, but in many other areas it is initiated at the company’s discretion and therefore an informed decision is required to determine if and where additional assurance may be needed.

The assurance taken can be of varying degrees. While for some of the topics, a sole department giving an assurance is sufficient, the Boards may prefer multiple assurance from different parties for other ones. Given that each risk may vary in terms of confidentiality, and complexity, the Boards need their

own process or assessment approach to determine the degree of assurance they expect on each of the risk. It is certainly an important and complex task. For instance, while having an assurance on quality, health and safety norms may be assigned to QHSE department as well as Internal auditors; an assurance on effectiveness of the dealer sales strategy may be assigned to marketing teams and external experts having right level of domain knowledge. Similarly, assurance on effectiveness of a research and development centre may be assigned to experts from Headquarters, while the expense related controls can be evaluated by locally stationed audit function. An Assurance Map can be a shot in the arm for a board of directors to resolve this complexity.

Implementation

Assurance mapping in simple terms is a collection of all assurances in a visual chart or table that draws these assurances together in one map to show the areas where assurance is received. An Assurance map can be used as a tool to formulate an objective view of the organization's risks and assurance source for each of those risks, to visualize if it has any gaps in its assurance framework. This should lead to better management of those risks.

An Assurance map can identify any risks, department or topic which is not being evaluated at all and is able to bring attention to the same ensuring better coverage of risk management and internal control systems. It also helps in avoiding duplication of efforts on evaluation by multiple assurance

providers unless it is a conscious decision of the Board or senior management. Thus, it helps to avoid audit fatigue as well.

To develop an effective Assurance map, following aspect may be kept in mind:

1. **Identification of Risk / Assurance Universe** is critical to the success of an assurance map. While Internal Audit functions are best suited to initiate listing down of the Risks / Assurance Universe, it can never be complete without adequate consultation with other functions. A discussion with 2nd line of defence functions is thus imperative. Usual starting point could be to refer to organisation annual report, strategy documents, enterprise risk registers, policies, key approval items in Board and Audit committee agenda etc.
2. **Categorising the Assurance Universe** items into broad categories of Strategic, Operational, Financial Reporting, Technology, and Non-Financial Reporting (ESG / CSR etc.) is required to be done. This step is helpful in removing redundancies

and ensure that risks are mapped to the place where they belong.

3. **Mapping identified risk areas to assurance providers** and identifying potential gaps is the next step. This helps to look at what assurance, internal / external, exists on the identifying assurance universe items. It also helps in identifying any cases of overdo, and helps the Board / Senior management to take a decision on degree of assurance for each topic.
4. **Updation and review of Assurance Map** in a defined frequency is required to keep it relevant. Minimum advisable refresh frequency is Annual. This is required to take into account organizational changes, regulatory changes, new product lines, and other changes in risk dimensions.

Illustration

While there are many approaches, format and detailing levels of an assurance map as practiced within the industry, a simple approach to start with is reproduced below for ease of reference:

Assurance Universe Item	Management Functions 1 st Line of Defence	Oversight Functions 2 nd Line of Defence	Independent Evaluation 3 rd Line of Defence
STRATEGIC			
Crisis Management	HR, Admin, Operations, Legal, Communications Manufacturing, IT	QHSE ERM	Internal Audit ISO Audit
New markets –mid term plans	Operations, Corporate Planning, Marketing	Performance Review Committee / NRC ERM	-
New products – mid term plans	R&D, Manufacturing	Corporate Planning	R&D (HO)



Assurance Universe Item	Management Functions 1 st Line of Defence	Oversight Functions 2 nd Line of Defence	Independent Evaluation 3 rd Line of Defence
OPERATIONAL			
Product Quality	Operations, Procurement	QHSE ERM	ISO Audit
Supply Chain Risks	Operations, Procurement, Legal	ERM	Internal Audit
Project Risks	Operations, Finance, Legal	Product Quality ERM	Internal Audit ISO Audit
Customer Preference changes	Sales & Marketing, Operations	Product Quality Dealer Management	Dealer Auditors Brand auditors Social media trackers
FINANCIAL REPORTING (Including Mandatory ESG aspects)			
Annual report and other disclosures	Finance, Secretarial	Investor relations	Statutory Audit Secretarial Audit Cost Audit
Internal Financial Controls	Operations, Finance	Investor relations Internal Control	Internal Audit Statutory Audit
Global consolidation	Finance	Investor relations	Statutory Audit
TECHNOLOGY			
Data Privacy & Security	Operations, IT	External consultants	Internal Audit ISO Audit
IT Business continuity			
Cyber security			
NON-FINANCIAL REPORTING (including voluntary ESG aspects)			
Environment related	Operations, Legal, Secretarial, Admin	ERM Internal Control Investor relations	Internal Audit
Diversity & Inclusion			
Other announcements			
HUMAN RESOURCES			
Succession planning	HR, Operations	Performance Review Committee / NRC ERM	-
Training	HR, Operations, Legal, Communications	-	Internal Audit ISO Audits
Turnover	HR, Operations	ERM	Internal Audit Social media trackers
REGULATORY COMPLIANCE			
Compliance to laws	Each Function assigned as per Compliance Tool	-	Internal Audit, Secretarial Audit, Statutory Audit, Tax Audit, Cost Audit etc.
Legal Issues (regulatory, contractual)	Legal, Secretarial, Finance, HR & Admin	-	-

Above is only an illustration of mapping the significant organizational risks/ assurance universe items to various assurance providers / departments. A representation of assurance map can be further enhanced by using charts and including a third dimension of risk levels (high, medium, low) and a fourth dimension of including the Key Performance Indicators (KPIs) reporting in further detail.

Conclusion

Having an assurance map is helpful in providing a robust, confident, and comprehensive assurance to the board of directors. It also helps as a self-check for internal audit, risk management, compliance, and secretarial functions on the scope of their activity and its effectiveness. Thus, it can be a simple and effective tool to improve effectiveness of corporate governance of an organisation.

Career Counselling Programme

Bengaluru Branch of SIRC of ICAI is inviting applications for
Career Counsellors to promote CA course in Schools and Colleges.

Honarium of Rs. 2000/- will be paid to Counsellors

by Branch for per Career Counselling Session.

For Outstation Career Counselling Programme Conveyance
also will be arranged by the Branch.

Kindly send your details to blrstudentevents@icai.org

Congratulations



CA. P.V. Nagaraja Gupta

Past Chairman of Bengaluru Branch of SIRC of ICAI (1994-95)

Nominated as Co-Chairman of Banking, Finance and
Economic Affairs Committee of FKCCI for the year 2021 - 22.

*Bengaluru Branch congratulates and wish him
all the very best in his future endeavours.*

BENGALURU BRANCH LIST OF HOLIDAYS FOR THE YEAR - 2022

Sl. No	Perticulars	Date	Day
1	Makara Sankranti	January, 15	Saturday
2	Republic Day	January, 26	Wednesday
3	Maha Shivarathri	March, 1	Tuesday
4	Chandramana Ugadi	April, 2	Saturday
5	Dr.ambedkar's Jayanthi	April, 14	Thursday
6	Good Friday	April, 15	Friday
7	Ramzan	May, 3	Tuesday

Sl. No	Perticulars	Date	Day
8	Independence Day	August, 15	Monday
9	Ganesha Chaturthi	August, 31	Wednesday
10	Ayudha Pooja	October, 4	Tuesday
11	Vijaya Dashami	October, 5	Wednesday
12	Naraka Chaturdashi	October, 24	Monday
13	Balipadyami	October, 26	Wednesday
14	Kannada Rajyotsava	November, 1	Tuesday

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Finance In The Cloud

Cloud computing is at the forefront of the shift to the digital business. The cloud phenomenon is enabling companies to adapt to changing models, both strategically and operationally. More than likely, sales organizations are already running a cloud-based sales force automation application and HR functions aren't behind either – they've been looking at deploying an employee performance management cloud application. This not only transforms how employees who use them collaborate, but it also significantly lowers the costs to deploy, run, and maintain the applications.

The cloud wave has reached the finance organization too, where it promises the same impact—lower cost, easier collaboration, and faster innovation. The fact that the bulk of finance organizations are running traditional, on-premise accounting systems that are too painful to upgrade is just one data point that the era of cloud computing promises to transform for the finance organization.



What Cloud Means To Finance?

Cloud ERP (Enterprise Resource Planning) is a new way for organizations of all sizes to integrate and automate their financial business processes. The cloud ERP system connects all sources of data, automates essential tasks that would take up valuable time in an organization. There are many benefits to transitioning from an on-premise ERP system to the cloud.



More Innovation

Reducing cost of ownership of the ERP system has a significant benefit to finance. It isn't just about reducing IT spend. It's about reallocating the IT budget from maintenance — such as keeping servers running, performing upgrades, and taking backups—to actually improving business processes and delivering innovation to the finance organization. At NetSuite, the systems team supporting finance is completely focused on business process improvement, not maintenance, so, for example, it sped up our adoption of the new revenue recognition rules, which was clearly a time-sensitive priority for our finance organization.



Agility in Planning and Budgeting

Organizations are increasingly turning from desktop tools to a cloud-based solution to meet the planning, budgeting and forecasting demands of the business. In order to gain the visibility and agility, businesses need a suite of planning and budgeting tools based on centralized plans with a seamless connection to corporate financial data, providing a single version of the truth. Integrating plans, budgets and forecasts across individual functions and business units creates close links between strategy and operations, enabling better and faster decisions to be made.



Anywhere, Anytime Access to Finance

With hybrid work becoming a norm, most organizations are inherently distributed with a significant portion of back office staff in an offshored location, and remote finance staff and line-of-business executives in regional subsidiaries. A distributed finance organization can yield substantial cost benefits as well as enable retaining the best staff. In order to run a distributed finance organization efficiently, business systems have to facilitate real-time collaboration. Cloud-based financials shine here.



Centralized, Real-time Insights

A traditional, on-premise ERP model hampers a distributed finance organization in a number of ways. With traditional, on-premise models, data can quickly become siloed within the business, whether buried in spreadsheets, local databases, or applications. This means finance staff members can quickly find themselves with outdated information, can encounter conflicting data in different places, or will be holding out for a spreadsheet extract. In an offshored model, this can result in substantial latency in the flow of financial information throughout the finance organization and to the executive level. When your financials are accessible through a browser in real time, everyone is operating on a "single version of the truth," no matter where they are—corporate, subsidiary, or offshored location.



How To Choose The Right Cloud ERP?

Companies with a cloud-first strategy have learned that the cloud's real value comes with being able to delegate the Service Level Agreement (SLA) of an entire solution, from infrastructure to application, instead of components. It is also widely recognized that a cloud platform reduces complexity and total cost of ownership and increases reliability.

There are many players in the field when choosing the right cloud-based solution for your financial organizations. First, it's important to know that all clouds are not created equally.

Why Multi-Tenancy matters?

It's this multi-tenancy that makes the big difference and separates fake cloud solutions from true cloud solutions. Multi-tenancy provides a single instance of the application to all users. Everyone accesses the same solution from the same cloud. This gives users continuous and instantaneous access to the latest product upgrades. Many legacy software companies have simply ported their

old code and architecture over to a private cloud and offered it up as a service—this is what we call the fake cloud. With the true cloud, customers get economies of scale, regular updates and the scalability they could not with hosted solutions. A true cloud platform is differentiated from a fake cloud platform aka “private cloud” or “hosted/hybrid” for the following reasons:

True Cloud

- ✓ Multi-tenant
- ✓ Versionless
- ✓ Designed for Internet
- ✓ Flexible
- ✓ Scalable

- × Single tenant
- × Version locked
- × Per-Internet
- × Inflexible
- × Not Scalable

Fake Cloud

aka “private cloud”
or “hosted/hybrid”

Shining a Light on the Clouds

Let's also look at some cost savings that a true cloud platform provides.

Cloud business application assessment scorecard – hidden costs of \$64k-\$242k annually

		Cloud	On-Premise	Hosted/Hybrid
Business Agility	The ability to quickly deploy new business models and products, transact M&A and complete divestitures.	0K	26K	20K
Scalability	The capability to handle growth, create new instance, launch internationally.	13K	25K	19K
Flexibility	Ability to adopt to potential changes in requirements.	0K	12K	12K
Versioning	The ability to remain current on latest software version from the software vendor.	0K	48K	36K
Configuration	Allow business users to re-configure out of the box workflows.	19K	38K	38K
Customization	Develop new functionality not available from the software vendor.	24K	24K	30K
Risks	Security	8K	25K	19K
	Availability	99.97%	99.97%	99.97%
	Performance			
Time-to-value	Time to realize business value.	0K	44K	44K
Potential additional investments for a \$10M company		\$64K	\$242K	\$218K



Comprehensive
functionality



Good
functionality



Average
functionality



Limited
functionality



No
functionality

Busting Myths: Finance in the ERP Cloud

Despite the accelerating growth of the cloud and its adoption in key areas of business, myths about cloud-delivered ERP still linger within finance departments. Part of this is because cloud-based financials are later in the adoption cycle than sales and human capital management (HCM) applications, where these concerns have already been overcome, but it also stems from finance being the clear custodian of critical operating data for the business.

When we asked IMA members their concerns about cloud computing, some issues were clearly top of mind, including security, data ownership, and the level of customization that a cloud financials application can reasonably allow.

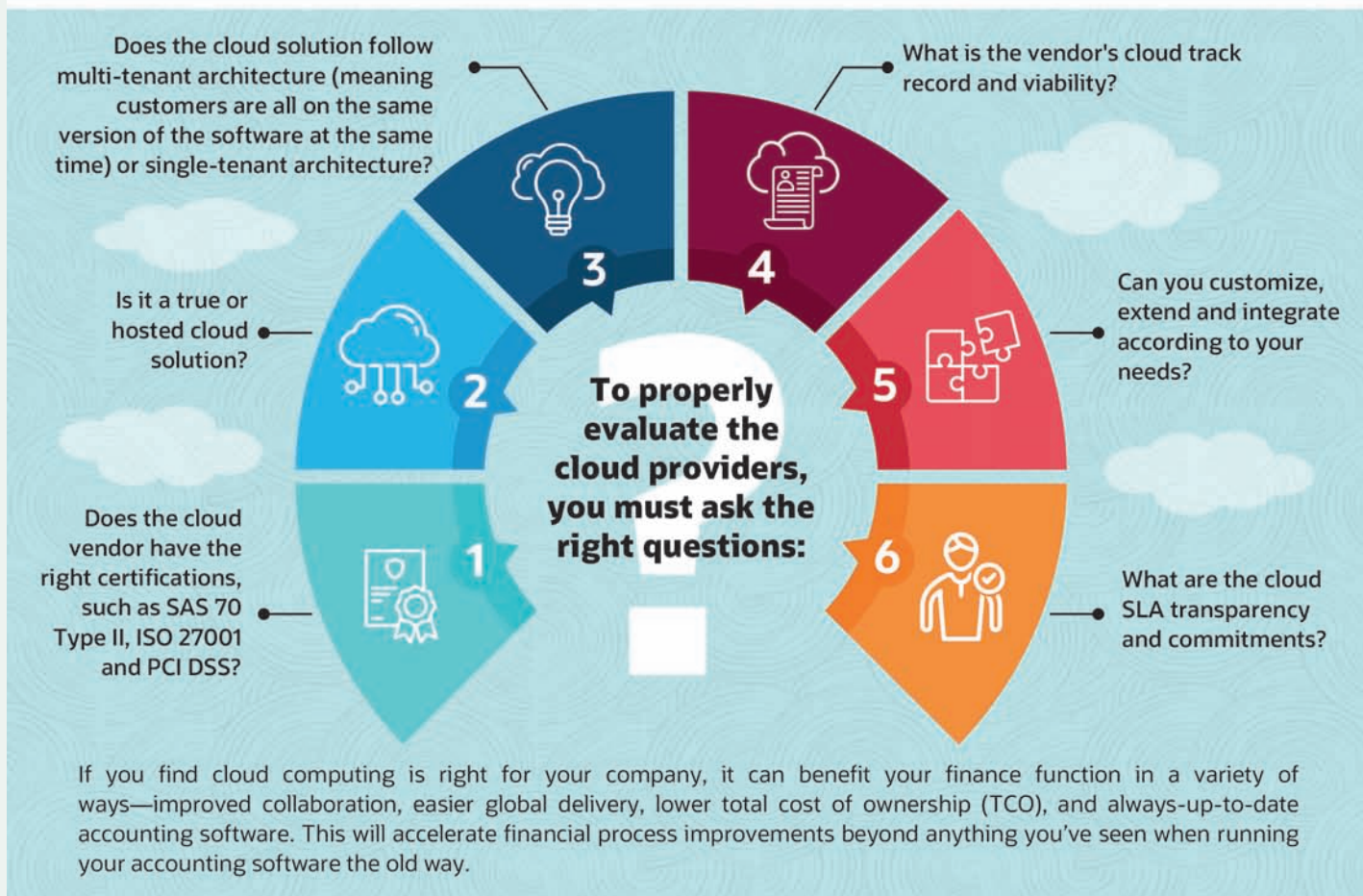
The security concern stems from the fact that a cloud datacenter is connected to the Internet and that cloud applications are used over the Internet. But most people already conduct their most sensitive transactions via the Web—everything from initiating bank payments to processing payroll to managing sensitive personal

information. The state of the art for Internet security with cloud applications—whether consumer or business—is the use of banking-level 128-bit SSL security. This means that, when using a cloud application, the information is invariably more heavily encrypted than a traditional local area network (LAN)-based, pre-Internet application.



Another concern with cloud financials is availability of the application.

Realistically, how do well-run cloud applications stack up against the availability of in-house applications? A key place to start is that cloud vendors typically provide a service-level commitment to their users of 99.5% or better. As with any service level, it's about transparency and about penalties if the vendor doesn't meet that level. The transparency comes from publishing the availability online; for example, NetSuite publishes its availability at status.netsuite.com. The penalty typically is a refund of part of the subscription fees if the cloud vendor doesn't meet a target service level.



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Learn more about **Oracle NetSuite #1 Cloud ERP**

Email: enquiry@netsuite_in@oracle.com | Call: 0008000402715

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(Set up by an Act of Parliament)



**BENGALURU BRANCH
ORGANISING ONLINE COACHING
CLASSES FOR
CA INTERMEDIATE
STUDENTS FOR
MAY 2022 EXAMS**

Online Live Coaching for CA Intermediate Students

ADMISSIONS OPEN FOR ONLINE SUBJECTWISE COACHING

In pursuance of our objective to provide fruitful and quality teaching to our students, we are pleased to inform you that **CA INTERMEDIATE** coaching classes will be commencing in the Bengaluru Branch of SIRC of ICAI

Innanarjan
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Group-I Morning Classes from 6.30am to 9.30am

Paper -1: Accounting (Gr-1)	30-09-2021 to 19-11-2021	CA. Murali Nagaraj & Alferd Avinash
Paper-2: Corporate and Other Laws	20-11-2021 to 20-12-2021	CA. Mridul Agarwal & CA. Ganesh V. Shandage
Paper-3: Cost and Management Accounting	22-12-2021 to 31-01-2022	CA. V. Venkata Siva Kumar, Chennai, CA. Ashwini K & CA. Narendra Kumar B
Paper-4: Taxation - Direct Tax Laws	01-02-2022 to 02-03-2022	CA. Prashanth Bharadwaj & CA. Apurva G
Paper-4: Taxation - Indirect Tax Laws	03-03-2022 to 22-03-2022	CA. Puneeth B S & CA. Venkata Krishna Kothari

Group-II Evening Classes from 6.15pm to 9.15pm

Paper-6: Auditing and Assurance	30-09-2021 to 25-10-2021	CA. Vikas Oswal, CA. Kaleshwara Prasad & CA. Pooja Khatri
Paper-5: Advanced Accounting	26-10-2021 to 15-12-2021	CA. Vinutha Hegde & CA. Nikhil Saraf
Paper-7: Enterprise Information Systems & Strategic Management	16-12-2021 to 11-01-2022	CA. Anand P Jangid & CA. Ganesh V. Shandage
Paper -8: Financial Management & Economics for Finance	12-01-2022 to 13-02-2022	CA. Chinmaya Hegde & CA. Sowmya P

Course	Fees	Duration (Tentative Dates)	Timings
CA Intermediate	Rs. 16,000/- for Both Groups Rs. 10,000/- for Single Group Rs. 3,500/- for Single Subject	From 30 th Sep. 2021 to 22.03.2022	Group -I Time: 06.30 am to 09.30am (Morning) Group -II Time: 6.15pm to 9.15pm (Evening) (Monday to Saturday) 07.00am to 01.30pm (Sunday)

Including Two Mock Tests, Revision Classes and Crash course.

Registration Fees - Mode of payment: Cash / Online www.bangaloreicai.org

Email: blrstudentevents@icai.org | Website: www.bangaloreicai.org

Note: 1) Fees once paid will not be refunded.

2) Tentative scheduled faculty may change due to non availability at that point of time

For further details /Queries Pls call
080 - 4394 4868 /4876
Mob: 9880007904

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Online
Registration
Now open!

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Chairman

CA. Divya S.
Secretary

Bengaluru Branch of SIRC of ICAI
"ICAI Bhawan", 16/O, Miller's Tank, Bed Area, Vasanthanagar, Bengaluru - 560052



**BENGALURU BRANCH
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(Set up by an Act of Parliament)



**BENGALURU BRANCH
ORGANISING ONLINE COACHING
CLASSES FOR
CA FINAL
STUDENTS FOR
MAY 2022 EXAMS**

Online Live Coaching for CA Final Students

ADMISSIONS OPEN FOR ONLINE SUBJECTWISE COACHING

In pursuance of our objective to provide fruitful and quality teaching to our students, we are pleased to inform you that **CA FINAL** coaching classes will be commencing in the Bengaluru Branch of SIRC of ICAI

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Morning Classes Schedule from 6.30am to 9.30am

Paper-1: Financial Reporting	07-10-2021 to 14-11-2021	CA. Kaleshwara Prasad
Paper-2: Strategic Financial Management	15-11-2021 to 19-12-2021	CA. Chinmaya Hegde
Paper-3: Advanced Auditing and Professional Ethics	20-12-2021 to 09-01-2022	CA. Vikas Oswal & CA. Anand P Jangid
Paper-4: Corporate and Economic Laws	10-01-2022 to 13-02-2022	CA. Mridul Agarwal CA. Prashanth Bharadwaj
Paper-5: Strategic Cost Management and Performance Evaluation	14-02-2022 to 09-03-2022	CA. V. Venkata Siva Kumar, Chennai CA. Ashwini K, CA. M. Tabish Hassan
Paper-7: Direct Tax Laws and International Taxation	10-03-2022 to 31.03.2022	CA. Deepak Chopra, CA. Mohit Parmar, CA. R. Abhishek Murthy
Paper-8: Indirect Tax Laws	01-04-2022 to 14-04.2022	CA. Dilip Rajpurohith

Course	Fees	Duration (Tentative Dates)	Timings
CA Final	Rs. 18,000/- for Both Groups Rs. 11,000/- for Group -I Rs. 9,000/- for Group -II Rs. 4,000/- for Single Subject	From 07 th Oct. 2021 to 14.04.2022	Time: 06.30 am to 09.30am (Morning) (Monday to Saturday) 07.00am to 01.30pm (Sunday)

Including Two Mock Tests, Revision Classes and Crash course.

Registration Fees - Mode of payment: Cash / Online www.bangaloreicai.org

Email: blrstudentevents@icai.org | Website: www.bangaloreicai.org

Note: 1) Fees once paid will not be refunded.

2) Tentative scheduled faculty may change due to non availability at that point of time

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Mob: 9880007904**

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**BENGALURU BRANCH
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CLASSES FOR
CA FOUNDATION &
STUDENTS FOR
MAY 2022 EXAMS**

CA Foundation Coaching Classes -Physically

ADMISSIONS OPEN FOR COACHING

In pursuance of our objective to provide fruitful and quality teaching to our students, we are pleased to inform you that

CA FOUNDATION coaching classes will be commencing in the Bengaluru Branch of SIRC of ICAI

Course	CA Foundation
Fees	Rs. 10, 000/-
Duration	23rd Dec. 2021 onwards
Timings	04.30pm to 07.30pm (Monday to Saturday) 07.00am to 01.30pm (Sunday)

Including Two Mock Tests, Revision Classes and Crash course.

Schedule for all the subjects will be announced in due course.

Registration Fees - Mode of payment: Cash / Online www.bangaloreicai.org

Email: blrstudentevents@icai.org

Note: Fees once paid will not be refunded.

For further details /Queries Pls call 080 - 4394 4868 /4876 Mob: 9880007904

**Online Registration
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Secretary



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**BENGALURU BRANCH ORGANISING PHYSICAL COACHING CLASSES FOR
CA FOUNDATION, CA INTERMEDIATE & CA FINAL
STUDENTS FOR NOV. 2022 EXAMS**

CA Coaching Classes for Nov. 2022 Exams

ADMISSIONS OPEN FOR ONLINE SUBJECTWISE COACHING

In pursuance of our objective to provide fruitful and quality teaching to our students, we are pleased to inform you that **PHYSICAL** coaching classes for **CA FOUNDATION, CA INTERMEDIATE & CA FINAL** will commence as follows

Why you Should Choose ICAI – Bengaluru Branch

Salient features

- Experienced, Expert and Dedicated faculty members
- Methodology – Concept Oriented Teaching
- Affordable Coaching Fee, Library Facility, Reading Room Facility
- Mock Tests, Revision Classes, Crash Course, Quiz Programme & Classroom presentations.
- The journey of CA student with Bangalore Branch will be filled with Innumerable knowledge oriented activities coupled with motivational sessions & orientation classes, guided by our senior members, renowned faculty & resource persons to make student life productive and fruitful.
- It is a golden opportunity to be part of the Bangalore branch by enrolling as a student to become a prestigious member of this glorious profession.

*Online
Registration
Now open!*

Course	Fees	Duration (Tentative Dates)	Timings
CA Foundation	Rs. 10,000/-	For Nov. 2022 Exams Starting From June 2022.	04.30pm to 07.30pm (Monday to Saturday) 07.00am to 01.30pm (Sunday)
CA Intermediate	Rs. 16,000/- for Both Groups Rs. 10,000/- for Single Group Rs. 3,500/- for Single Subject	For Nov. 2022 Exams Starting From Feb. 2022.	06.30 am to 09.30am (Morning) (Monday to Saturday) 07.00am to 01.30pm Sunday)
CA Final	Rs. 18,000/- for Both Groups Rs. 11,000/- for Group – I Rs. 9,000/- for Group - II Rs. 4,000/- for Single Subject	For Nov. 2022 Exams Starting From Feb. 2022.	06.30 am to 09.30am (Morning) (Monday to Saturday) 07.00am to 01.30pm Sunday)

Including two Mock Tests, Revision Classes and Crash course.

Venue & Schedule for all the subjects will be announced in due course.

Registration Fees - Mode of payment: Cash / Online www.bangaloreicai.org

Email: blrstudentevents@icai.org | Website: www.bangaloreicai.org

ICAI Bhawan", 16/O, Miller's Tank, Bed Area, Vasanthanagar, Bengaluru - 560052

**For further details /Queries
Pls call 080 - 4394 4868 /4876
Mob: 9880007904**

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Chairman

CA. Divya S.
Secretary



Two Days National Conference on Critical Practical issues and Recent Amendments in GST

Organized under the aegis of **GST & Indirect Taxes Committee, ICAI**

Hosted by : **Bengaluru Branch of SIRC of ICAI**

on **Friday & Saturday, 10th & 11th December 2021**

Venue : **Federation of Karnataka Chambers of Commerce and Industry**

Federation House, K.G.Road, opposite Bhoomika Theater, Bengaluru, Karnataka 560009



Time : **9.30 am to 6.00 pm**

Physical cum Virtual

TIMINGS	TOPICS	SPEAKERS
Day - 1 Friday, 10th December 2021		
9.00am to 9.30am	REGISTRATION & NETWORKING	
9.30am to 10.30 am	INAUGURATION BY THE CHIEF GUEST CA. NIHAR N JAMBUSARIA, PRESIDENT, ICAI	
10.30am to 12.00 noon	Classification concepts under GST	CA. Viral M Khandhar, Chennai
12.00 noon to 12.30pm	TEA BREAK	
12.30 pm to 2.00pm	Input Tax Credit – Critical practical issues	CA. Vishal Poddar, Nashik
2.00pm to 2.45pm	LUNCH BREAK	
2.45pm to 4.15pm	Search, Detention & Seizure	CA. A. Jatin Christopher, Bengaluru
4.15pm to 4.30pm	TEA BREAK	
4.30pm to 6.00pm	Recent Significant Amendments in GST	CA. V. Raghuraman, Bengaluru
Day - 2 Saturday, 11th December 2021		
10.00am to 11.30am	Refunds under GST – A 360° view	CA. Shankara Narayanan V, Chennai
11.30am to 12.00 noon	TEA BREAK	
12.00 noon to 1.30pm	Handling SCN under GST	CA. N.K. Bharath Kumar, Chennai
1.30pm to 2.30pm	LUNCH BREAK	
2.30pm to 4.00pm	Finalization of accounts with GST perspective	CA. S. Ramesh, Chennai
4.00pm to 4.30pm	TEA BREAK	
4.30pm to 6.00pm	Significant recent judicial rulings in GST	CA. Gajendra Maheshwari, Gurgaon

CA. B.T. Shetty
CHAIRMAN

CA. Divya S
SECRETARY

BENGALURU BRANCH OF SIRC OF ICAI

Online Registration open

DELEGATE FEES :	For MEMBERS:	For NON MEMBERS:
PHYSICAL	Rs. 2,000/- (Plus GST)	Rs. 4,000/- (Plus GST)
VIRTUAL	Rs. 400/- (Plus GST)	Rs. 800/- (Plus GST)

Mode of Payment: Online / Cash / Cheque in favour of "**Bangalore Branch of SIRC of ICAI**", payable at Bengaluru

For Registration, Please contact:

Tel: **080-4394 4868**

Email : **blrregistrations@icai.org**

Website : **www.bangaloreicai.org**



Leadership Training Program for CA's

Theme : Unleash the Power in you

on Saturday & Sunday, 18th, 19th, 25th & 26th December 2021

Venue : Race Course Road, Bengaluru

Time: 10.00 am to 5.15 pm

**24 hrs.
CPE**

Date & Time	Topics	Modules	Content	Methodology	Speakers
Day – 1 Saturday, 18 th December 2021 10.00 am to 11.30 am	Communication Skills	Communication Attitude	Self-Concept	Knowledge dissemination, role plays, case studies, activities, individual feedback, learning videos and hand-outs	CA. B.R. Sheety
			3 Vs - Visual, verbal and vocal		
			What to ‘do, think, feel’ while communicating		
		Essentials for Effective Communication	Elements of effective communication		Ms. Sridevi S
			Active listening		
		Written Communication	Email Etiquette - do’s and don’ts		Ms. Sridevi S
			Format		
			tone - stilted, formal vs. informal		
			verb voice - active and passive		
			vocabulary - indianisms, redundancies		
			Report, MOM writing		
11.45 am to 1.15 pm	Self-Management	Personal Etiquette	Poise, Posture & Gait, Personality Indicators	Knowledge dissemination, role plays, case studies, activities, individual feedback, learning videos and hand-outs	Ms. Shalini
			Eye-Contact		
			Personal grooming		
			General Social Conduct		
			Body Language and Space		
		Business Etiquette	Etiquette for a confident, stylish and global impact		CA. Raj Kumar
			Introduction - greeting, handshake, business card		
			Appointments and Importance of time		
			conference call and meeting etiquette		
			Conversational Techniques		
o Polite Conversation in Social Gatherings					
o Topics avoided					
o Interpreting Body Language					
o Receiving and Giving Compliments					
2.00 pm to 3.30 pm & 3.45 pm to 5.15 pm		Connect with your people	Understand personality types		
	Personalize your communication with your team members				
	Like your people - dig for gold in everybody				
	Practice active listening				

Date & Time	Topics	Modules	Content	Methodology	Speakers
Day 2 Sunday, 19 th December 2021 10.00 am to 11.30 pm	Manager skills	Effective Delegation	What is Delegation		CA. Yusuf
			Benefits of delegation		
			Challenges in delegation and tips to overcome these challenges - Jewels of effective delegation		
			Know yourself and your Team		
			SMART Delegation		
			Levels of delegation		
			Steps for effective Delegation		
11.45 am to 1.15 pm		Conflict Management	Sensing a conflict	Knowledge dissemination; role plays and discussion	Mr. Rajesh Ray
			Understanding a conflict - healthy or destructive		
			Approaches for addressing a conflict		
			Conflict resolution techniques		
			Skills required for effective conflict resolution		
			Proactive resolution of destructive conflicts		
			Conflict transformation - Converting a conflict situation into a constructive activity by creating the right climate		
2.00 pm to 3.30 pm & 3.45 pm to 5.15 pm		Negotiation Skills	What is negotiation	Knowledge dissemination, discussion, role-plays and feedback	Mr. Rajesh Ambekar
			Distinguish between, Bargaining, Influencing and Negotiation		
			Stages of negotiation		
			Distinguish between Compromise, Agreement and Consensus		
			Behavioural criteria for a good negotiator		
Day 3 Saturday, 25 th December 2021 10.00 am to 11.30 am	People Management & Leadership	Problem solving and decision making skills	Understanding/Identifying a problem	Knowledge dissemination, case studies, role plays, activities, learning videos, individual feedback and hand-outs	Mr. Lokesh
			Inhibitors to problem solving and creativity		
			Methodology of problem solving		
			Problem solving tools and techniques for effective decision making		
			tools for decision making		
			Decision making as a process		
			5 process steps to good decision		
			3 techniques for decision making		



Date & Time	Topics	Modules	Content	Methodology	Speakers
11.45 am to 1.15 pm	People Management & Leadership	Understanding your role as a leader	What is the big picture	Knowledge dissemination, case studies, role plays, activities, learning videos, individual feedback and hand-outs	CA. Mohan Kumar
			How do you contribute		
			Skills required		
			Exploring leadership and management theories		
2.00 pm to 3.30 pm & 3.45 pm to 5.15 pm	People Management & Leadership	Understanding your style	Self-analysis tools		Mr. Rajesh Ambekar
			Primary styles and backup styles		
Day 4 Sunday, 26 th December 2021 10.00 am to 11.30 am	People Management & Leadership	Managing your self	Emotional management	Knowledge dissemination, case studies, role plays, activities, learning videos, individual feedback and hand-outs	CA. Raj Kumar & CA. B.R. Sheety
			Time management		
			Self-motivation		
			Stress management		
			Continuous self-improvement plan		
11.45 pm to 1.15 pm		Motivate your people	Understand what motivates your people		Mr. Ramlal
			How to motivate your people - Importance of recognition		
2.00 pm to 3.30 pm		Build your team	Defining the team objective and role		Mr. Selva
			Allocating tasks based on individual competencies		
			Ensuring cohesion, synergy and fun		
3.45 pm to 5.15 pm		Facilitating change management in your team	Why change		Mr. Devaspathi Bhat
			Understand reasons for resistance to change		
			Facilitating smooth transition		

Note : 11.30 am to 11.45 am, 3.30 pm to 3.45 pm Tea Break & 1.15 pm to 2.00 pm Lunch

CA. B.T. Shetty

Chairman

CA. Divya S

Secretary

BENGALURU BRANCH OF SIRC OF ICAI

Online Registration Open

Delegate Fees : **Members – Rs. 4,000/-** Plus GST

Mode of Payment : Online/Cash /Cheque in favour of
Bangalore Branch of SIRC of ICAI, payable at Bangalore.

For Registration, Please contact:

Tel: **080-4394 4868**

Email : **blrregistrations@icai.org**

Website : **www.bangaloreicai.org**

Virtual CPE Meeting's - Members Programmes

Awareness Programme on Audit Quality Maturity Model (AQMM)



CA. Manohar P Gupta



CA. Chetan Kumar Jain

GST on special transactions in Real Estate



CA. Ravikumar Yanamandra

Train the Trainers Program Financial & Tax Literacy Drive "Vitiya Gyan - ICAI ka Abhiyan"



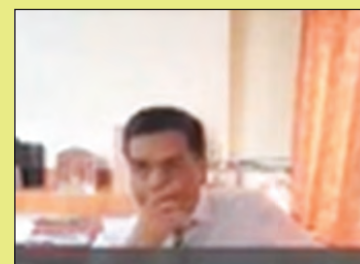
CA. Chandrasasa K



CA. Ankith Shetty



CA. Madhukeshwar Hegde



CA. Ranganatha Achar Krishna

FATCA & CRS – Overview and update



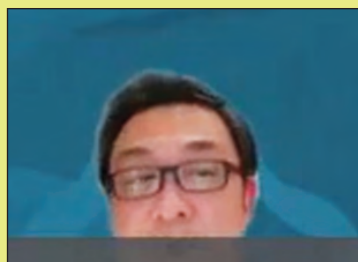
CA. Vijay Kotha

Data Audits in PDPB 2019 and the current ITA 2000



Mr. Na. Vijayashankar

Virtual CPE Meeting on Going Global : Overcome New Challenges in New Territories



Damian Khoo
Sales Consulting
Senior Director, JAPAC,
Oracle NetSuite



Uttam Kedia
Cloud Solution Consultant
Oracle NetSuite, India



Venkat Subramaniam
General Manager
India,
Oracle NetSuite



Kalyanaraman R.
Global Financial
Controller,
Chargebee

Virtual CPE Meeting's - Members Programmes

Two Days Conference on Practical issues and important aspects of Charitable Trusts or Institutions under the Income Tax Act, 1961



Inauguration of the Conference by lighting the lamp



Felicitation to the Chief Guest Dr. CA. I. S. Prasad, President - FKCCI



Chief Guest Dr. CA. I. S. Prasad,
President - FKCCI



CA. Dr. N. Suresh



CA. G.S. Prashanth



CA. Suresh Kumar S



CA. Jatin Christopher



CA. P. V. Srinivasan



CA. S. Vishnumurthy

Branch & SICASA Award



Past Chairman's Birthday Celebrations



CA. Harish Kumar Shetty



CA. M. R. Krishnamurthy

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Tel: 080 - 4394 4868 / 876, Mob: 96069 13003 / 004, www.bangaloreicai.org e-mail : bangalore@icai.org

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