



The Institute  
of Chartered  
Accountants  
of India  
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# The Chartered Accountant **STUDENT**

Your monthly guide to CA news, information and events

**PAPER 4**

**BUSINESS ECONOMICS**

FOUNDATION

**PAPER 6A**

**FINANCIAL MANAGEMENT**

INTERMEDIATE

**PAPER 6**

**INTEGRATED BUSINESS SOLUTIONS**

FINAL

## SMART FOR STRATEGIES FOR SUCCESS

### KEY FOCUS AREAS

- ◆ BUILD STRUCTURED STUDY PLANS WITH SMART MILESTONES AND PRIORITIES
- ◆ STAY MOTIVATED, CONFIDENT, AND EXAM-READY EVERY SINGLE DAY
- ◆ MASTER TIME MANAGEMENT THROUGH FOCUSED, GOAL-ORIENTED SCHEDULES
- ◆ THE SMART MINDSET: SUCCESS BEGINS WITHIN
- ◆ STRENGTHEN RETENTION WITH STRATEGIC REVISIONS AND MOCK PRACTICE
- ◆ TURNING SMART STRATEGY INTO DAILY ACTION



**THINK SMART | PREPARE BETTER | ACHIEVE MORE**

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**SWACHH BHARAT - A STEP TOWARDS CLEANLINESS**



Dear Students,

Warm greetings to all of you!

**"Fall seven times, stand up eight".** This timeless proverb reminds us that no matter how many challenges or setbacks we face, what truly matters is the strength to rise again and keep moving forward. As you await the results of **September 2025 examinations**, I understand the mix of excitement and anticipation you may be feeling. During this time, remember the words, **"Success is the sum of small efforts repeated day in and day out"**.

Your dedication and perseverance have already shaped your character. Examination results are just one milestone in your journey; they do not define your true potential.

Becoming a Chartered Accountant is not just about passing exams, it is journey of integrity, critical thinking and a commitment to lifelong learning. Use this period to reflect, regroup and prepare for your next steps with purpose and clarity.

**Believe in yourself and all that you are. Know that there is something inside you greater than any obstacle.** Stay motivated, focused and confident in your pursuit of excellence.

### Induction Programme for CA Foundation Students

The Board of Studies (Academic), the academic wing of ICAI conducted an Induction **Programme for CA Foundation Students**, on **15<sup>th</sup> October 2025**, which received an overwhelming response from across the country, representing **all 28 States and 7 Union Territories of India**. Students from **35 States and Union Territories** enthusiastically participated in the session, reflecting truly the national reach and inclusivity of the Chartered Accountancy course.

The diverse participations from metropolitan regions like **Delhi, Maharashtra, Gujarat, Tamil Nadu and Uttar Pradesh** to north-eastern and smaller regions such as **Arunachal Pradesh, Sikkim and Mizoram** demonstrate ICAI's commitment to ensuring that **every aspiring Chartered Accountant student, regardless of their location, has equal access to quality guidance and support**. This Pan-India engagement truly reflects the Institute's vision of empowering students through knowledge, ethics and excellence, right from the beginning of their professional journey.

### ICAI Reading Room Initiative

I am **delighted** to share that the **Estate Development Directorate (EDD)** of ICAI has launched **Project SHABD – Students Hub for Aspirations and Building Dreams**, a pioneering initiative to empower CA students through **modern, well-equipped Reading Rooms** across the country. Under the **ICAI Reading Room Policy 2025**, this project aims to create a supportive and technology-enabled study environment that nurtures focus, discipline and academic excellence. These Reading Rooms will serve as inspiring spaces where students can learn, collaborate and pursue their dreams with dedication and confidence. **"Your dreams deserve the right environment to grow — and ICAI is creating it for you."**

### Brainstorming Meet for Academic Excellence

The **Board of Studies (Academic)** has launched the **Brainstorming Meet for Academic Excellence**, a unique initiative to strengthen

CA education through collaboration among professionals, academicians and industry leaders. The Meets, held in **New Delhi, Bengaluru and Pune**, focus on assessing newly qualified CAs' skill sets, identifying academic gaps and enhancing learning resources. This initiative promotes **industry-aligned, practice-oriented education**, ensuring continuous improvement in study materials and shaping a **dynamic, innovative and future-ready academic ecosystem** for aspiring Chartered Accountants.

### Two Days' Workshop on Artificial Intelligence (AURA) for CA Students

In view of the rapid advancements in **Artificial Intelligence (AI)**, ICAI's **BoS (O)** has been organising a **Two Days' Workshop on AI** under the theme **AURA (AI Understanding for Rising Achievers)**. With **47 batches** held and **around 1,800 students trained**, the initiative promotes critical thinking, problem-solving and innovation, preparing students to stay **future-ready** in the evolving profession.

### International Conference of CA Students

I am delighted to announce that the **International Conference of CA Students** on the theme **"Jagruti – World Forum for CA Students"** will be held from **22<sup>nd</sup> –23<sup>rd</sup> November 2025 at Bharat Mandapam, New Delhi**. Invitations have been extended to the students from **ICAI Overseas Chapters and members bodies of IFAC, CAPA, and SAFA as paper presenters and attendees**.

The conference has already received an **overwhelming response**, with around **2,000 students registered**, reflecting the enthusiasm and commitment of our student community. This forum offers a valuable opportunity to gain insights into the **latest developments and emerging challenges** in the accountancy profession.

### National and Regional CA Students' Conferences

In addition, ICAI is organising **CA Students' Conferences** across various cities in **November 2025**, providing platforms for students to interact, present papers and learn from experts. These events enhance confidence, communication and professional networking skills. I encourage all students to participate actively and **create their own opportunities — engage, learn and lead with purpose**.

**"Opportunities don't happen; you create them. Engage, learn and lead with purpose."**

### Campus Placement

The **62<sup>nd</sup> Campus Placement Programme** was conducted across 9 Bigger and 20 Smaller Centres for the newly qualified Chartered Accountants of May 2025 batch. A total of **3,795 candidates received job offers** from 157 participating organisations. Of these, **2,929 candidates accepted the offers**. Power Finance Corporation Ltd. extended the **highest domestic package of ₹26.60 LPA**, while the **average CTC stood at ₹12.88 LPA**.

The **Financial Services sector** led the placements with **1,675 job offers**, followed by the **Banking sector** with **994 offers**, reflecting the strong industry confidence and continued demand for Chartered Accountants across diverse domains.

मंज़िल मिलेगी, भटक कर ही सही...

गुमराह तो वो हैं, जो घर से निकले ही नहीं...

Best wishes for your forthcoming results and continued success.

With warm regards,

*Charanjot Singh Nanda*

CA. CHARANJOT SINGH NANDA  
PRESIDENT, ICAI



**Dear Students,**

Warm greetings to each one of you!

Every stage of your Chartered Accountancy journey is a step toward excellence — a process that nurtures not only technical competence but also perseverance, self-discipline, and clarity of purpose. The CA course is unique because it challenges you to think critically, manage your time wisely, and perform consistently under pressure. Yet, it is precisely through these challenges that you discover your true potential and build the resilience that defines a successful Chartered Accountant.

This period is an ideal time to reorient your focus, set new goals, and prepare strategically for the months ahead. Whether you are beginning your journey or progressing toward the Final level, remember that success in this course is not determined by speed, but by direction. Set clear intentions, pace yourself smartly, and approach every study session with curiosity and purpose. As **Nelson Mandela** wisely said, *"It always seems impossible until it's done."* Let this thought remind you that with perseverance, every milestone in your CA journey is within reach.

### Induction Programme – A Step Towards a Strong Foundation

Earlier this month, on 15<sup>th</sup> October, the Board of Studies (Academic) successfully conducted the **Induction Programme for Foundation students** in virtual mode. Over **8,000 students** attended this programme, making it a remarkable beginning to their CA journey. During the programme, students were introduced to the profession, the structure of the CA course, and the vast spectrum of opportunities available. They were familiarised with key ICAI platforms such as the **BoS Knowledge Portal, BoS Mobile App, and Self-Service Portal (SSP)**. Students were also guided on important **exam dates, forms, and guidelines, Scholarship Programmes, ordering study materials from the CDS portal, and an overview of Articleship and Industrial Training**, as well as the **Campus Placement Programme**. The Induction Programme not only provided clarity on the academic pathway but also inspired confidence, encouraging students to approach their studies with focus and determination.

### Smart Strategies for Success – Think Smart, Prepare Better, Achieve More

The theme of this month's *CA Students' Journal* is **"Smart Strategies for Success – Think Smart, Prepare Better, Achieve More."** Success in the CA journey is not merely about studying hard; it is about studying smart. Building structured study plans with clearly defined milestones helps you prioritise effectively and ensure steady progress.

Mastering time management is equally essential — a focused, goal-oriented schedule allows you to allocate the right balance of time for learning new concepts, revising, and testing your knowledge. Strengthening retention and understanding through strategic revisions and mock practice is a proven method to enhance performance.

Engage actively with the academic resources provided by the **Board of Studies (Academic)** — including *Live Virtual Classes (LVCs)*, *Live*

*Virtual Revisionary Classes (LVRCs)*, *Mock Test Papers (MTPs)*, and *Success at CA Exam* sessions. The faculty is always available to guide you, clarify doubts, and provide academic support whenever required. As the renowned author **Stephen Covey** once said, *"The key is not to prioritize what's on your schedule, but to schedule your priorities."*

Equally important is maintaining a positive mindset and motivation. Small, consistent efforts compound over time and build confidence and mastery. Remember, *"Success is the sum of small efforts, repeated day in and day out."* — **Robert Collier**

### Opportunities Beyond the Classroom – Student Conferences

Learning at ICAI extends beyond textbooks. The Board of Studies (Operations) organises state, mega, and national-level CA Student Conferences throughout the country, and I am delighted to share that the **International Conference will be held in Delhi on 22–23 November 2025**. Participating in these conferences allows you to network with peers, and gain practical insights that go beyond conventional academic learning. Such exposure will broaden your perspectives, inspire innovation, and help you develop the mindset of a future-ready Chartered Accountant — one who is tech-savvy, innovative, and ethically grounded.

### Inspiration Beyond Borders: The Global Spirit of Accountancy

In today's interconnected world, the role of a Chartered Accountant goes far beyond national boundaries. Whether it's ensuring financial integrity, encouraging corporate transparency, or guiding strategic business decisions, CAs are the architects of trust in a global economy. Indian Chartered Accountants today are contributing in every sphere — from leading multinational corporations and consulting global clients to driving sustainability and digital transformation initiatives. ICAI's growing international collaborations and Mutual Recognition Agreements (MRAs) have opened pathways for Indian professionals to make their mark across continents, reinforcing the global standing of the profession.

Let me share a small story that reflects this evolving spirit. A young CA, after qualifying in India, joined an international firm in Singapore. Initially, she struggled to adapt to different work cultures and systems. But what set her apart was her foundation in ethics, analytical thinking, and precision — qualities nurtured through the CA course. Within a few years, she rose to lead a cross-country audit team. When asked what helped her succeed, she replied, *"The CA course didn't just teach me accounting — it trained me to think, to question, and to deliver with integrity."* Her story mirrors the transformative potential that each of you carries as future professionals.

As the world embraces technology and artificial intelligence, the role of a Chartered Accountant continues to evolve — from number crunchers to strategic thinkers, from compliance officers to business enablers. The future will belong to professionals who can combine analytical excellence with adaptability and ethical leadership. Remember the words of Peter Drucker: *"The best way to predict the future is to create it."* Each concept you master, every paper you attempt, and every challenge you overcome is shaping not only your future but also the future of this profession on a global stage.

I extend my best wishes to all students. May your preparation be thorough, your learning enjoyable, and your journey as a CA inspiring. Keep striving, stay confident, and embrace the exciting path that lies ahead.

With best wishes,

**CA. PRASANNA KUMAR D**  
**VICE PRESIDENT, ICAI**



Dear Students

Warmest greetings and my very best wishes to all of you.

Every new phase in life brings an opportunity to rediscover our potential and redefine our goals. As you continue your journey towards becoming a Chartered Accountant, remember that success is not just about how much effort you put in—it is equally about how wisely you plan your path. As **Thomas Edison** rightly said, *“Genius is 1% inspiration and 99% perspiration.”* The key to success, therefore, lies in combining hard work with smart strategies.

The Chartered Accountancy course is a journey of transformation; one that challenges your intellect, tests your perseverance, and ultimately shapes you into a professional capable of making informed, ethical, and impactful decisions. It is not a race to the finish line, but a disciplined pursuit of excellence. Each day you learn something new, overcome a doubt, or practice a concept, you are cementing another strong brick in the foundation of your future success.

### Induction Programme – Building a Strong Foundation

Recently, the Board of Studies (Academic) conducted the **Foundation Level Induction Programme**, which witnessed enthusiastic participation from students across the country. The objective of the programme was to orient newly enrolled students to the functioning and ethos of the Institute and to help them appreciate the vast academic and technological ecosystem that ICAI has built for their success.

Students were introduced to key learning resources such as the ICAI Digital Learning Campus, BoS Mobile App, Self-Paced Online Modules, and the MCQ Practice Dashboard. The programme also featured brief sessions by the respective Heads of Departments of ICAI, providing valuable insights into student-centric areas such as Examination-related processes, Self-Service Portal (SSP) functionalities, study material procurement through the CDS Portal, and student scholarships.

### Smart Strategies for Success – Think Smart. Prepare Better. Achieve More.

The theme of this month's journal— *“Smart Strategies for Success”*— is particularly relevant for every student aspiring to make the most of their efforts. True success in the CA course is not about studying endlessly but about studying effectively. A well-planned schedule, periodic self-assessment, disciplined revision, and consistent practice are the cornerstones of smart preparation.

My dear students, the key lies in making excellence a habit. As **Aristotle** wisely said, *“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”* Develop the habit of learning every day, revising regularly, and maintaining balance between your studies and well-being. Smart work begins when discipline meets focus.

### Brainstorming Meets – Shaping the Future of CA Education

In continuation of the earlier **Brainstorming Meet** held in New Delhi, the Board has conducted further meets in **Bengaluru** and **Pune**. We intend to conduct similar sessions in other major cities as well, ensuring that inputs from experts across regions collectively

shape a curriculum that reflects both academic depth and practical relevance.

### Fortnight Programme - Unlock Success through Clarity, Strategy & Confidence

We at BoS (Academic) understand that the period following the declaration of results is a critical phase for students preparing for the next examination cycle. To provide structured academic support, we are launching a **Fortnight Programme** soon after the declaration of the **September 2025 examination results**.

In this programme, subject experts will conduct **two-hour online sessions** across all subjects of **Intermediate** and **Final levels**. These sessions will focus on clearing doubts, strengthening conceptual understanding, and addressing students' queries ahead of the **January 2026 examinations**. I encourage all students to actively participate in these sessions.

### BoS (Academic) – Your Constant Learning Companion

At BoS (Academic), our mission is to ensure that you have access to high-quality, timely, and comprehensive academic support. I am pleased to share that the **Revisory Test Papers (RTPs)** for the **January 2026 examinations** for all three levels have already been webhosted on the ICAI website. I urge every student to make full use of these papers to assess their level of preparedness and strengthen their revision process.

At the **Foundation Level**, the **Live Virtual Classes** for the January 2026 Examination have been ongoing since **25<sup>th</sup> September 2025**, offering a structured learning path for students. The **Success at CA Exam Series I and II**, scheduled from **23<sup>rd</sup>–24<sup>th</sup> December 2025** and **6<sup>th</sup>–7<sup>th</sup> January 2026** respectively, will give you an excellent opportunity to evaluate your progress. Alongside these, the **Mock Test Paper Series**, to be held from **15<sup>th</sup>–22<sup>nd</sup> December 2025 (Series I)** and **29<sup>th</sup> December 2025–5<sup>th</sup> January 2026 (Series II)**, will help you refine your time management and problem-solving skills.

At the **Intermediate Level**, the **Live Virtual Revisory Classes** are commencing from **11<sup>th</sup> November 2025**, followed by the **Success at CA Exam Series I and II**, scheduled from **1<sup>st</sup>–4<sup>th</sup> December 2025** and **19<sup>th</sup>–23<sup>rd</sup> December 2025**. Additionally, the **Mock Test Papers Series** will be held from **18<sup>th</sup>–28<sup>th</sup> November 2025 (Series I)** and **6<sup>th</sup>–17<sup>th</sup> December 2025 (Series II)**, enabling you to assess your conceptual command and examination readiness.

For **Final Level** students, the **Live Virtual Revisory Classes (LVRC)** have been ongoing since **13<sup>th</sup> October 2025**. The **Success at CA Exam BoS Series I and II** will commence on **29<sup>th</sup> November 2025** and **16<sup>th</sup> December 2025** respectively, while the **Mock Test Paper Series** will run from **17<sup>th</sup>–28<sup>th</sup> November 2025 (Series I)** and **4<sup>th</sup>–15<sup>th</sup> December 2025 (Series II)**.

### A Final Word of Encouragement

My dear students, as you prepare for your upcoming examinations, remember that success does not come from avoiding challenges but from embracing them with courage and determination. Every doubt you resolve, every paper you practice, and every late-night revision you complete is shaping you into a stronger, more confident professional.

With structured academic resources, mentorship opportunities, and technology-enabled platforms, we are working continuously to ensure that your learning experience remains enriching, dynamic, and purposeful.

Think smart, prepare better, and achieve more, because your journey today is the foundation of tomorrow's success.

With best wishes for your continued progress and success,

CA. HANS RAJ CHUGH  
CHAIRMAN, BOARD OF STUDIES (ACADEMIC)



“सपनों की ऊँचाइयों तक पहुँचने के लिए, हौसलों की उड़ान जरूरी है।”  
- हरिवंश राय बच्चन

Dear Future Leaders of the Accounting World,

I feel truly proud and happy to see your hard work and dedication toward the Chartered Accountancy course. This journey is not easy, it takes intelligence, resilience, and the courage to face challenges. To every student working tirelessly toward this goal, your efforts are truly admirable.

Congratulations to those who have now achieved success and reached this important milestone. You've shown what perseverance and determination can accomplish. You are an important part of the growing CA community that inspires others through commitment and integrity. The Institute appreciates everything you've done, every effort, every challenge, and every milestone that has brought you here. May this success motivate you to keep growing, aim higher, and set new goals for yourself and your peers.

## Empowering Students to Connect, Create, Conquer November 2025 Conferences

November 2025 marks an exciting phase in your learning journey as we bring you a series of Student-Centric Conferences across State, Mega, and National levels at branches and regions nationwide. These events are designed to inspire learning, encourage peer interaction, and strengthen your knowledge for a global finance career. The conferences will be held from 1<sup>st</sup> to 23<sup>rd</sup> November 2025, including weekends and select weekdays to allow wider participation. Join these sessions to share ideas, connect with peers, and take confident steps toward professional excellence.

## Excellence & International Conferences: Inspiration Beyond Borders-Envision Excellence. Embrace the World.

The Excellence Conference at Jaipur on 4<sup>th</sup> and 5<sup>th</sup> November 2025 at Birla Auditorium, and the International Conference on 23<sup>rd</sup> and 24<sup>th</sup> November 2025 at Bharat Mandapam, New Delhi, are outstanding opportunities for you to grow both personally and professionally. By attending, you'll engage with visionary leaders and industry experts, deepen your understanding of international finance and taxation, and connect with a vibrant network of peers. You'll develop valuable skills, gain new perspectives on global trends, and be inspired to set higher goals in your career. Make sure to join the International Conference in Delhi to maximize these unique benefits and take a big step forward on your professional journey.

## AURA-AI: Understanding for Rising Achievers

The recently held 2-days AURA workshops for all CA students have created a wave of positive transformation for aspiring Chartered Accountants, both professionally and administratively. Centred around Artificial Intelligence, Data Analytics, and Digital Innovation, AURA empowers future-ready professionals to embrace technology and stay ahead in the evolving world of accounting. These workshops foster creativity, innovation, and practical learning to help you automate tasks and strengthen your digital capabilities. Participants of the two-day AURA workshop will receive a participation letter, easily downloadable from the BOS Activity Portal. Those with this certificate will also get a special opportunity to take part in the upcoming AURA Hackathon, which will be announced soon.

I am pleased to share that the Board of Studies (Operations) has received in-principle approval and is transitioning toward active realization, the introduction of SAP topics in the syllabus of regulatory IT and Advanced IT Training programs under CA curriculum, ensuring that our students may stay aligned with global technological advancements and industry expectations. This step will enable CA aspirants to gain practical exposure to one of the most widely used enterprise systems in the world of Finance and Accounts. Furthermore, to enhance your learning environment, the Council has given its formal assent, enabling forward progression the procurement of 2000+ new computers to modernize IT labs across the country. These upgrades may provide a more seamless, efficient, and technology-driven training experience for all our aspiring Chartered Accountants.

As you continue your journey, remember that the Board of Studies (Operations) and your mentors are always here to provide unwavering support and guidance. Success is not a single destination, but a journey defined by humility, consistency, and firm confidence in your abilities. Set clear goals, pursue them with dedication, and let resilience guide you through every challenge. True excellence is revealed through steady effort, humility, and a steadfast belief in your potential. May your path be filled with meaningful growth, learning, and accomplishment.

To stay connected with the latest initiatives, events, and announcements from BOS (Operations), I encourage you to follow our official handle @bosoicai, your gateway to knowledge and continuous growth. For more personalized insights and direct engagement, you can also reach out to me at @ruwatiaofficial, where constructive dialogue and inspiration await.

With the festive season now giving way to winter's embrace, I wish you happiness, prosperity, and enduring success in all your endeavours.

With warm regards and unwavering support.

CA. (DR.) ROHIT RUWATIA  
CHAIRMAN, BOARD OF STUDIES (OPERATIONS)



## MASTER TIME MANAGEMENT THROUGH FOCUSED, GOAL-ORIENTED SCHEDULES

Time is the most valuable resource during exam preparation—and managing it well separates achievers from the rest. The key is not just to “find” time but to **use time wisely**.

### CREATE A DAILY RHYTHM

Divide your day into energy-based blocks. Your peak concentration hours—usually early morning or late night—should be dedicated to complex subjects or problem-solving. Use lighter hours for revision, summaries, or conceptual reading.

### THE 90-MINUTE FOCUS RULE

Human concentration peaks around 90 minutes. Study in focused blocks of 75–90 minutes followed by a 10–15-minute break. This method enhances retention and prevents burnout.

### AVOID MULTITASKING

Multitasking divides attention and reduces efficiency. Focus on one subject or task at a time—solve a problem set, revise one chapter, or read one concept with full attention.

### PRIORITISE HIGH-VALUE ACTIVITIES

Ask yourself daily: “Which topic, if mastered today, will give me the maximum benefit in exams?” This question ensures you spend your best time on high-impact areas.



### GOLDEN RULES OF TIME MANAGEMENT

- Begin your day with clear priorities.
- Keep distractions away during study hours.
- Use timers or apps to stay accountable.
- Keep one flexible hour for unplanned revisions.
- End your day by reviewing what you achieved—and what's next.

## STRENGTHEN RETENTION WITH STRATEGIC REVISIONS AND MOCK PRACTICE

In the CA course, **revision is as important as learning**. You may study a concept once, but it truly becomes yours when you revise it multiple times and apply it in different contexts.

### PLAN LAYERED REVISIONS

The secret to long-term retention lies in spacing your revisions:

**First Revision** – Within 24–48 hours of initial study.

**Second Revision** – Within 7–10 days.

**Third Revision** – Before the exam.

Each layer deepens understanding and reduces dependency on notes.

### ACTIVE RECALL AND PRACTICE

Passive reading doesn't strengthen memory. Instead, use active recall—close your book and write what you remember. Attempt past papers, mock tests, and ICAI's MCQs. Practice writing full-length answers under timed conditions to simulate exam stress and improve speed.

### LEARN FROM YOUR MISTAKES

After each mock test or practice session, analyse where you went wrong. Address conceptual gaps early—this is where real improvement happens.

### INTEGRATE ICAI RESOURCES

ICAI's RTPs, MTPs, and Suggested Answers are powerful tools. They mirror actual exam patterns and marking styles, helping you align your preparation with examiner expectations.



## STAY MOTIVATED, CONFIDENT, AND EXAM-READY EVERY DAY

Preparation is not just academic—it's emotional and mental too. Staying motivated through months of study can be challenging, but the right mindset keeps your energy high and your goals clear.

### VISUALISE SUCCESS

Imagine the day you receive your result—your name on the merit list, your family's joy, and your own sense of accomplishment. Visualization keeps your vision alive even on tough days.

### MANAGE STRESS POSITIVELY

Break your routine with short relaxation activities—walks, meditation, music, or light exercise. These refresh your brain and boost concentration.

### CONNECT WITH A STUDY CIRCLE

Group studies or peer discussions help reinforce concepts and maintain motivation. Explaining topics to others improves understanding and promotes collaboration.

### CELEBRATE SMALL WINS

Completed a chapter? Revised a paper? Scored well in a mock test? Celebrate each success—it builds confidence and momentum.



## THE 3R REVISION TECHNIQUE

**R1 – Review:** Revise core concepts within 48 hours.

**R2 – Reproduce:** Recall or write without notes.

**R3 – Reflect:** Analyse mistakes and refine your strategy.

*Three revisions can make the difference between “knowing” and “mastering.”*

## THE SMART MINDSET: SUCCESS BEGINS WITHIN

Your preparation strategy is incomplete without the right mindset. Smart students know that success is not just about intelligence—it's about **attitude, consistency, and adaptability**.



### BE CURIOUS, NOT ANXIOUS.

Treat challenges as opportunities to grow.

### STAY CONSISTENT, NOT PERFECT.

Progress, not perfection, leads to mastery.

### ADAPT AND EVOLVE

Each exam attempt and each mistake teaches you something valuable.

Every Chartered Accountant you admire once stood where you are now—with big books, big dreams, and perhaps even big doubts. What made them successful was not luck, but their **commitment to keep learning, improving, and believing**.

## TURNING SMART STRATEGY INTO DAILY ACTION

Smart strategies are only powerful when put into action. Start today—refine your schedule, plan your next week’s milestones, pick one subject to revise, and stay true to your goals.

Here’s a quick 5-step action plan you can begin immediately:

### AUDIT YOUR TIME

Take a week to note where your hours go—study, social media, breaks, and rest. This simple exercise will reveal hidden time pockets you can reclaim for focused learning.

### PLAN SMARTLY

Design a timetable that’s realistic, not rigid. Balance study with revision, rest, and recreation. Consistency matters more than long hours—what counts is showing up every day.

### ENGAGE WITH ICAI RESOURCES

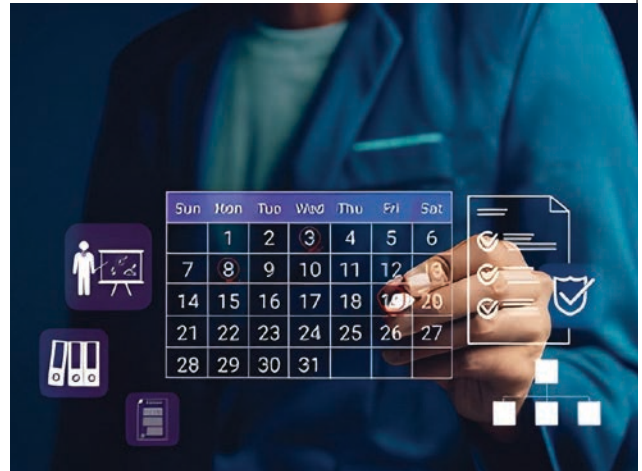
Use Study Materials, Revision Test Papers (RTPs), Mock Test Papers (MTPs), and the BOS App effectively. These resources are curated to strengthen your conceptual clarity and exam confidence—make them your first point of reference.

### REVISE ACTIVELY

Don’t just reread—retest. Apply spaced repetition techniques, solve mock tests, and write quick summaries. Active recall boosts memory retention and helps you think analytically under exam conditions.

### STAY POSITIVE

Progress may seem slow, but every hour you invest compounds into success. Surround yourself with positivity, track small wins, and trust your preparation. A calm, confident mind performs best.



At the Board of Studies (Academic), every initiative—from Live Virtual Classes to digital dashboards—is designed to empower you with the best tools for success. You are never alone on this journey—the entire ICAI ecosystem stands behind you to support your growth.

*Success is built one focused, positive day at a time.*

### DAILY MINDSET CHECKLIST

- Start your day with a positive affirmation.
- Review your “why” – your reason for choosing CA.
- Practice gratitude for opportunities to learn.
- End your day feeling accomplished, not anxious.

## CONCLUSION: THINK SMART. PREPARE BETTER. ACHIEVE MORE.

Your CA journey is one of transformation. It will test your patience, discipline, and determination—but it will also bring out the best in you. Remember, the goal is not just to clear exams but to become a confident, capable, and ethical professional ready for the world of tomorrow.

So, plan wisely, study smartly, and stay steady. The strategy for success is already in your hands—**now it’s time to act on it.**

As Swami Vivekananda said, “*Arise, awake, and stop not till the goal is reached.*” Let this be your mantra for success—because you have everything it takes to make your CA dream come true



## CA FINAL - PAPER 6: INTEGRATED BUSINESS SOLUTIONS (IBS)

**“We rely on our patents and other proprietary rights to provide exclusive rights to market certain of our products, and if such patents and other rights were limited, invalidated or circumvented, our financial results could be materially and adversely affected”<sup>1</sup>”**

–Sanofi (Form 20-F 2024)



### Synopsis of ‘Your Vitality Limited (YVL)’

Your Vitality Limited (YVL), a large pharmaceutical company headquartered in Hyderabad, with manufacturing facilities in Telangana and Andhra Pradesh, operates in a region with a thriving pharmaceutical ecosystem. This locational advantage provides access to suppliers, skilled manpower, and infrastructure. The company undertakes complex, interconnected activities to deliver medicines safely and on time, and Michael Porter’s Value Chain Analysis offers valuable insights into these synergies. The case study also highlights the role of Mohan Giri, Chief Operating Officer, who leverages feedback from CFAs and stockists to address downstream supply chain issues. A recurring challenge arises from mismatches between demand and production, especially for products with limited shelf life. This information asymmetry has, at times, triggered the Bullwhip effect, resulting in expired inventory and non-value-added activities such as sales returns, documentation, regulatory compliance for destruction, and GST-related issues. These processes consume significant resources and increase costs. Hence, management must focus on minimizing such inefficiencies while seeking opportunities to sustain profits. Value chain and supply chain analyses remain vital tools in building flexibility and agility.



Operating under competitive pressures also brings ethical challenges. The risk of employee fraud, including revenue misreporting, is a critical concern—even senior management may engage in such practices. The case study examines the auditor’s role in recognizing these risks, especially when management withholds information. It also considers the procedures under the Companies Act, 2013 for dealing with fraud and terminating employees involved in misconduct.

In summary, by understanding how each activity adds value, YVL can avoid inefficiencies, reduce costs, optimize operations, and enhance customer satisfaction. Simultaneously, robust performance management and ethical safeguards are essential to prevent fraudulent behaviour and protect stakeholder interests.

### Annexure 1: Impact of demand variability on supply chain management

**Mohan Giri/ Chief Operating Officer, YVL**



**From:** “Mohan Giri” <mohangiri@yvl.com>  
**Sent:** 3<sup>rd</sup> May 2025 19:00  
**To:** “Reshma Pathak” <reshmap@yvl.com>; “Hari Kumar” <harik@yvl.com>; “Tej Prakash” <tejp@yvl.com>; “Nirav Jain” <Niravj@yvl.com>  
**Cc:** YV Giri “<yvgiri@yvl.com>  
**Subject:** Impact of demand variability on supply chain management  
**Date:** 3<sup>rd</sup> May 2025

Dear Reshma, Hari and Tej,

Let us take the case of “Vitarich” health supplement tablets, which is a general vitamin supplement that can be bought over the counter by any user from a pharmacy. During our annual forecasting exercise, we take inputs from (i) sales in the past year and (ii) inputs from stockists and CFAs for information about expected market trends in future. Based on this, we determine our sales forecasts for the tablets, which in turn determines the production levels and raw material procurement levels for the next year.

Until date, our forecast based on the above exercise was reasonably accurate. Suddenly, in the months from November 2024 to January 2025, there was a spike in demand for Vitarich. This was triggered by special discount schemes that retailers (pharmacies) in certain areas offered in order to popularize this product and increase sales. As the demand picked up, they started placing bulk orders with wholesalers, who in turn did not have sufficient stock to meet the sudden bulk orders. Therefore, in anticipation of sustained increase in future demand, they placed larger bulk orders with us for Vitarich. Due to this the production of Vitarich increased more than twice the projected numbers for FY 2024-25. However, once the discount scheme period got over in January 2025, the customer demand started tapering and reached regular levels thereafter. Ultimately, in hindsight it was found that this spike was driven more by the discount scheme that was temporary in nature rather than an actual sustainable demand for the product. Unfortunately, large numbers of Vitarich tablets that we produced in excess, in anticipation of sustained future demand remained unsold.

As pharmaceutical companies, we have a product portfolio that has limited shelf life. As per our company’s policy that is in line with current industry best practices, our agreement with the stockists allows them to return medicines that are within 3 months of expiry. Vitarich tablets have an expiry of 5 months from date of manufacture. This year, almost 30% of our initial sales volume of Vitarich tablets to the stockists have been returned either past their expiry or those that are within 3 months of expiry. As per the regulations, we need to destroy the expired goods in a safe manner so as to prevent any public health hazard.

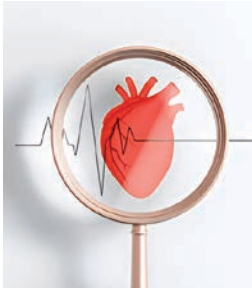
Not just this, in anticipation of growth in future demand, our raw material team procured the compounds needed to manufacture this medicine in large quantities in the months of November and December 2024. However, once the discount scheme period got over in January 2025, the customer demand started tapering. Therefore, the production levels of these tablets also reduced with time. Therefore, the extra stock of raw materials that were procured specially for Vitarich have remained unused.

This pattern of impact of demand variability on inventory has been noticed in few other medicines as well. As managers of marketing and sales, production and procurement, you are collectively responsible for this unnecessary production. Please let me know how we can collectively resolve such issues.

Thanks,

Mohan Giri

<sup>1</sup> <https://www.sanofi.com/assets/dotcom/content-app/publications/annual-report-on-form-20-f/2024-01-01-form-20-f-2024-en.pdf>

**Annexure 2: Case of return of expired medicines**

Vivalife is a medicine that is prescribed by cardiologists to treat heart ailments. It has a shelf life of 9 months from the date of manufacture. On expiry, the pharmacists or stockists who hold the medicine in their inventory return it to the upstream supplier, who then eventually returns it to the manufacturer i.e. to YVL. As per regulations, YVL is obliged to destroy them in order to prevent any public health hazard on consumption of expired medicines. Below are some of the details regarding the medicines returned by various stockists to YVL relating to Vivalife medicine that was sold to them during FY 2025-26.

YVL supplied medicines to Health Distributors Pvt. Ltd. and Eagle Distributors Pvt. Ltd. on 25<sup>th</sup> April 2025, and both returned the expired medicines on 25<sup>th</sup> February 2026. Further, medicines were supplied to JJ Pharma Distributors and KK Pharma Distributors on 1<sup>st</sup> July 2025, with the expired stock being returned on 20<sup>th</sup> September 2026 and 20<sup>th</sup> December 2026, respectively.

Health Distributors Pvt. Ltd. and Eagle Distributors Pvt. Ltd., each considered the return as fresh supply and accordingly issued invoice for the return supply. Health Distributors Pvt. Ltd. is a registered person (other than a composition taxpayer) while Eagle Distributors Pvt. Ltd. is a composition taxpayer.

With respect to supply to Health Distributors Pvt. Ltd., YVL availed ITC of ₹25,000 at the time of manufacture of medicines valued at ₹2,50,000. At the time of return of these medicines on account of expiry, ITC available to YVL on the basis of the fresh invoice issued by Health Distributors Pvt. Ltd. on return of expired medicines on 25<sup>th</sup> February 2026 is ₹30,000. These expired medicines were destroyed by YVL on 27<sup>th</sup> February, 2026.

Eagle Distributors Pvt. Ltd. is a composition taxpayer. At the time of return of these medicines on account of expiry, the tax as applicable based on rates applicable to Eagle Distributors as a composition taxpayer is ₹10,000 under GST.

In case of JJ Pharma Distributors and KK Pharma Distributors, on receipt of the expired medicines, YVL has issued a credit note for the return of supply of expired medicines. YVL filed its annual return for FY 2025-26 on 5<sup>th</sup> December, 2026. Again, the expired medicines were immediately destroyed on their receipt.

**Annexure 3: Suspected fraud in revenue reporting of YVL for FY 2025-26**

CA. Aarti Ganesh/ Audit Manager, YVL/ F.Y. 2025-26



**From:** "Aarti Ganesh" <aartig@kk.com>  
**Sent:** 26<sup>th</sup> May, 2026 15:30  
**To:** "Karthik Murthy" <karthikm@kk.com>  
**Cc:**  
**Subject:** Suspected fraud in revenue reporting of YVL for FY 2025-26  
**Date:** 26<sup>th</sup> May 2026

Dear Sir,

As per the accounting policies followed by YVL, revenue from sale of medicines is recognized when control of the goods or service is transferred to the stockist (customer) at an amount that reflects the consideration that the company expects to receive. Revenue from sale of medicines is recognized net of accrual for sale returns, discounts etc. The estimates for sale returns are complex and requires significant judgement and estimation by the company for establishing an appropriate accrual.

While carrying out our audit procedures for determining the accuracy of reporting of revenue figures, we noticed certain suspicious entries. Towards the end of the year, the company reported a spike in the sales of medicines with 8 specific stockists. The goods were dispatched, and the sales were recorded as revenue in YVL's books. Such sales amounted to ₹50 lakh. Since payment is due after 3 months, the corresponding receivable was also recorded.

However, within the first two weeks of April 2026, the entire sales of ₹50 lakh were returned to the company. We detected this while performing the ageing analysis of accounts receivables as of 31<sup>st</sup> March 2026. Further, these returns were not considered in the calculations while creating the sale return provision for FY 2025-26. The inventory was received, and the accounts receivable was reversed as soon as the goods were returned to YVL's warehouses.

We were unable to get satisfactory answers for the reason for these sale returns from the management. We suspect this to be a case of "channel stuffing", where sales are artificially inflated towards the year end, even though the company knows that the stockists cannot sell so much inventory in the near term. Once the year ends, the goods are returned by the stockists. The sales and accounts receivables are reversed in the next year. Hence the entire sequence of transactions nets out within a short span of time but spread over different financial years. This does indicate an attempt to misstate the revenue and profit for the year. It is an attempt to mislead the investors and other users of financial statements. Therefore, it could have potential legal consequences from regulators.

We wish to highlight this audit issue to you at the earliest. Please provide us appropriate guidance on how to proceed further with this matter.

Thanks and regards,

Aarti

**Question 1**

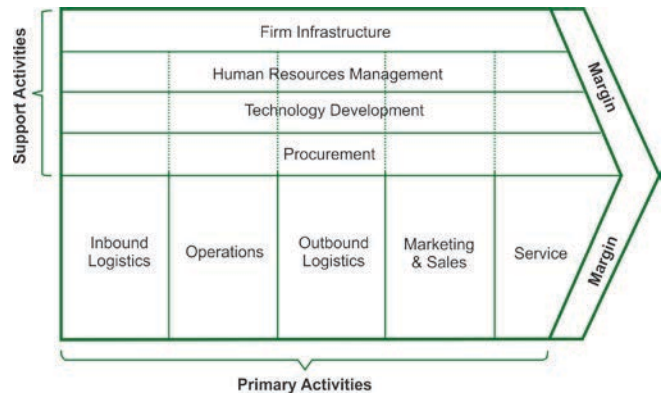


The Board of Directors wish to understand the various activities carried out at YVL in order to gain insights on how they can be improved to create better value for customers. EVALUATE the broad set of activities and develop Michael Porter's value chain analysis for YVL.

**Answer 1**

**Michael Porter's value chain analysis for YVL**

A company has a varied mix of activities that can be classified as either primary activities or support activities. These activities are arranged in a sequential chain that will help depict how value (utility) accumulates for the customer. *Primary activities* are those core operations involved in producing, marketing and delivering a product to the customer. These activities directly contribute to the creation of the product. *Support activities* help primary activities become more efficient. Analysing the value chain by breaking down these activities helps a company identify where opportunities for improvement lie, thereby aiding in creating a competitive advantage.



**Primary activities of YVL**

**Inbound logistics**

In order to manufacture high quality medicines, the Active Pharmaceutical Ingredients (APIs), which is the key input needs to be of consistent quality and efficacy. YVL has located its manufacturing plants in Hyderabad, Nalgonda and Visakhapatnam that are in close proximity of units that can supply this key compound. This has given the company a **strategic advantage**. This allows the company to choose from a wide supplier base, to ensure that it procures API of the required quality in sufficient quantity, which is paramount to manufacture of safe medicines.

Further, raw materials are required to be *stored* and *handled* in specific methods. The presence of a thriving pharmaceutical industry in this region allows the company to procure or arrange for the needed facilities easily. Similarly, procurement of other raw materials like other compounds needed for manufacturing, packaging material for medicines, skilled talent required for the company's operations, necessary infrastructure etc. are easily available in the region. Therefore, *location* of its plants in Hyderabad, Nalgonda and Visakhapatnam ensures that YVL gets access to high quality input raw materials and facilities in sufficient volumes.

**Operations**

Medicines manufactured can be in the form of tablets, capsules, injections, liquids etc. to ensure appropriate drug delivery to the patient in the correct dosage. The activities also include *packaging* and *labelling* to ensure regulatory requirements; quality control and assurance to ensure proper safety of the drugs manufactured.

YVL wishes to manufacture high quality medicines following stringent quality norms. Therefore, the *entire production is handled in-house* which can give the company **complete control over the quality of medicines**.

**Outbound logistics**

YVL caters to both the domestic and international markets.

For the domestic market, it uses the services of Clearing and Forwarding Agents (CFAs) who facilitate the distribution of medicines from the company to various stockists spread across the country. The company has to ensure that distribution channels through CFAs reach targeted regions. At the same time, it is also important to ensure that the medicines, while in transit or in the custody of CFAs are *stored* and *handled* properly to ensure that quality and safety standards are met. *Inventory management* of the stock of medicines with the CFAs is needed to ensure that sales to their customers (stockists) is *delivered on time*.

Similarly, on account of being a port city, YVL can easily arrange for the export of goods from its plant in Visakhapatnam.

**Marketing and sales**

*Product visibility* plays a key role in generating sales for YVL. For *branded (patented) medicines*, a newer customer base / market has to be developed in order to generate sales. For *generic (non-branded medicines)* the need to capture higher market share is paramount for generating sales volumes that are needed to maintain profits at sustainable levels. Hence, *public awareness* about the product is important for either type of medicine.

*Out-reach to the public* through advertisements through television, print and social media helps increase public awareness of the YVL's product portfolio. Popular and catchy taglines like "The Promise of Vitality" improves the visibility of the brand. These are important to capture the market share and generate sales.

Market coverage is also strengthened based on *inputs from CFAs*, who are in charge of actual distribution improves their market reach by identifying potential gaps and onboarding newer stockists.

*Periodic feedback* about different medicines, current trends in the market, competitor activity, increasing the clientele all contribute to improving YVL's market reach and thereby increase market share.

Further, the sales and marketing team periodically has varied levels of interactions with key stockists (major wholesalers), who are YVL's customers there by increasing their product awareness. These regular interactions also help in promoting and marketing the medicines. It also presents an opportunity for the team to get gather market insights.

*Sales agreements* that include sales volume for different medicines, price negotiations, discounts and other terms and conditions play a critical role in influencing the revenue generation capability of the company.

#### **After sale service**

YVL's *support to the stockists* in the form of addressing queries, providing technical support, training and education on product features, proper handling of medicines, managing product returns and resolving issues relating to quality of the medicines; all of these help improve customer relations and increase the potential for sustained revenue generation.

#### **Support activities at YVL**

##### **Firm infrastructure**

YVL has *specialized teams* for legal compliance, finance and administration.

Good manufacturing processes ensure consistency in production and quality control of the medicines, minimizing the risks of errors and safety issues for patients who are the end users.

*Compliance with legal and regulatory standards are a must* for YVL to ensure the sustainability of its business, without which due to stringent administration of laws its license to operate can even be revoked. Patents provide the **competitive advantage** to pharmaceutical companies like YVL. Hence, adherence to legal formalities for patent approval and registration are also very critical. Patents are the final culmination of often high-cost investment in research and development that is spread over multiple years. Therefore, these are vital *intellectual property rights that need to be legally protected* to gain competitive advantage.

Management requires accurate and timely financial information to take critical strategic and project management decisions. Similarly, providers of capital like investors and creditors need this vital information to make informed decisions about the profitability and sustainability of the company. Therefore, *finance teams* are a critical part of the firm's infrastructure.

Smooth functioning at manufacturing facilities and offices influence the *work culture* that enable YVL to achieve its overall goals and vision. Since, the impact of its products has a profound societal impact, the role of *public relations team* is also important as part of the firm's infrastructure.

##### **Human resource management**

The operations at YVL require *skilled talent* for its primary (core) and support (non-core) operations. Dr. YV Giri's took the correct strategic decision to base the business in a region that can attract a skilled talent pool, which is critical to ensure long term success of the company. YVL should have a recruitment and *selection process* must be robust enough to identify and attract potential candidates in order to onboard them. Periodic and effective *training, performance assessment systems, employee remuneration and welfare*, reward and recognition systems together influence YVL's ability to retain its workforce. If employees in roles that are of sensitive nature leave the company, the company should have appropriate safeguards that ensure that it does not lose its competitive advantage. Again, adherence to code of conduct is important to safeguard sensitive information and prevent leaks that can impact business.

##### **Technology development**

*Research and development (R&D)* is one of the foundational activities that can determine YVL's success in the long run. YVL has managed to make productive use of these activities, which has resulted in it being the owner of almost 12 patents. R&D expenses form a large part of the company's cost structure, with most projects having uncertain outcomes. Therefore, it is important to manage this activity wisely in order to get maximum contribution both in terms of patents that can determine YVL's competitiveness as well as costs that can determine YVL's profitability. R&D activities have to adhere to stringent standards to ensure quality and safety of the drugs being developed.

YVL has *leveraged technology* to streamline research and development activities, manufacturing and other processes. Technology is all pervasive in YVL's operations with their use of Enterprise Resource Planning (ERP) systems, analytical tools, core banking systems (CBS) as well as emerging technologies like artificial intelligence/machine learning, robotic process automation, block chain among others. Information generated by these systems are of vital importance in many spheres of operations – critical decision making, ease of performing operations, deriving value using technology and achieving cost efficiencies. Hence, it is critical to ensure security, reliability and integrity of these information systems that leverage technology as a critical enabler.

##### **Procurement**

Consistent quality and safety of the ingredients like Active Pharmaceutical Ingredient (API) is paramount not just for the company's business but also for the patient's (end user) health. In addition, procurement from suppliers is based on *multi-year contracts*. It is important to place emphasis on cost considerations in order to maintain healthy business margins. Therefore, the vetting procedures to **select suppliers and negotiations** to arrange for raw material procurement are critical to business.

The procurement team also looks into acquisition of specialized tools and machinery, fixed assets and other infrastructural facilities at its plants and warehouses are required for proper storage and handling of materials at all stages of production within manufacturing facilities and at company warehouses. This prevents degradation and maintains the quality of input. The locational advantage of YVL's manufacturing facilities ensures the ease of procurement of such requirements.

**Conclusion**

It can be concluded that YVL enjoys strategic advantage on account of its location, which gives it access to the pharmaceutical business eco-system that exists in and around Telangana and Andhra Pradesh. Critical resources such as access to good quality raw materials, skilled labour and infrastructure that is essential to help the company achieve its strategic objective of producing and delivery high quality medicines to its customers. Stringent vetting during the selection of CFAs again help to achieve the objective of maintaining the safety and efficacy of the medicines. YVL is taking sufficient measures to increase product awareness in the market, that would increase its customer base. Sales agreements with wholesalers, discount arrangements to spur demand, after sales service, together contribute to improving the revenue generation capability of the company. Compliance with legal and regulatory, access to skilled workforce capable of contributing to R&D activities as well as supporting technological advancements, having strong supplier management systems, are critical support activities that have aided the company’s growth. *A further drill-down into the details of these activities can help the management identify risks and opportunities that can further strengthen operations, thereby adding value to all the stakeholders.*

 **Question 2**

Consider the various scenarios detailed in Annexure 2 regarding the sale returns of Vivalife by four different stockists. ADVISE the impact of GST on these sale returns for YVL and the treatment in terms of tax liability and credit.



**Answer 2**

**Case 1:** Sale return by Health Distributors Pvt. Ltd., a registered person and is not a composition taxpayer. The expired medicines returned on 25<sup>th</sup> February 2026 were originally sold to this stockist on 25<sup>th</sup> April 2025. The stockist has considered the return as fresh supply and accordingly issued an invoice for the return supply.

YVL availed ITC of ₹25,000 at the time of manufacture of medicines valued at ₹2,50,000. At the time of return of these medicines on account of expiry, ITC available to YVL on the basis of the fresh invoice issued by Health Distributors Pvt. Ltd. on return of expired medicines on 25<sup>th</sup> February 2026 is ₹30,000. So, when the expired medicines were destroyed, YVL needs to reverse the ITC availed on the return supply in terms of section 17(5)(h) of the CGST Act, 2017. Therefore, ITC of ₹30,000 would be reversed by YVL at the time of destruction of the expired medicines.

**Case 2:** Eagle Distributors Pvt. Ltd., a composition taxpayer, who on 25<sup>th</sup> February, 2026 returned medicines on account of expiry. While returning such medicine, Eagle Distributors may issue a bill of supply and pay ₹10,000 which is the tax that is applicable for it as a composition taxpayer under GST. In this case., YVL cannot avail any ITC on the tax that has been paid by Eagle Distributors.

**Case 3:** On 20<sup>th</sup> September 2026, JJ Pharma Distributors returned expired medicines, which were originally sold to it on 1<sup>st</sup> July, 2025. YVL issued the credit note on 20<sup>th</sup> September, 2026 on the day it received the expired medicines. This is within the prescribed time period for issuance of credit note under GST namely – 30<sup>th</sup> November, 2026 or the annual return filing date 5<sup>th</sup> December 2026 whichever is earlier. Since the credit note was issued before 30<sup>th</sup> November 2026, YVL can adjust the tax liability provided either (i) JJ Pharma Distributors has not availed the ITC or (ii) if availed, it has reversed the ITC so availed against the medicines that are being returned.

**Case 4:** On 20<sup>th</sup> December 2026, KK Pharma Distributors returned expired medicines, which were originally sold to it on 1<sup>st</sup> July, 2025. YVL issued the credit note on 20<sup>th</sup> December, 2026 on the day it received the expired medicines. This is not within the prescribed time period for issuance of credit note under GST namely – 30<sup>th</sup> November, 2026 or the annual return filing date 5<sup>th</sup> December 2026 whichever is earlier. Since the credit note was issued after 30<sup>th</sup> November 2026, YVL cannot adjust the tax liability. Since the credit note has been issued beyond the said time period, YVL need not declare such a credit note on the common portal, as the tax liability cannot be adjusted.

When the expired medicines are destroyed by YVL, it has to reverse the ITC attributable to the manufacture of such medicines in terms of Section 17(5)(h) of the CGST Act, 2017.

 **MCQ 1**

Referring to Annexure 1, the impact of demand variability for Vitarich tablets on inventory held across the supply chain can be best described as:

- (a) Net effect
- (b) Bullwhip effect
- (c) Chain effect
- (d) Reverse effect

The correct answer is (b) Bullwhip effect.

**Reason**

The discount scheme to popularize the Vitarich tablets led to a temporary spike in demand. This led to larger ripple effects in the form of bulk orders by (i) retailers to wholesalers / stockists; stockists to YVL and YVL with its raw material suppliers. This spike caused a whip like effect across the supply chain and hence bull whip effect. Unfortunately, once the discount scheme ended, the demand for the tablets normalized to regular levels. Therefore, this temporary fluctuation in demand led to lot of wastage within the supply chain system.

 MCQ 2

Referring to Annexure 1, which of the following can be possible solutions that the different heads of departments offer to Mohan Giri (COO):

- (i) Expand the coverage of stockists and CFAs from whom inputs are taken during the preparation of the annual sales forecast.
- (ii) Improve YVL's capability of responding to changing customer demand by building agility in its operations that can quickly scale up or down to meet customer demands.
- (iii) Educate various parties involved in the supply chain like the pharmacists, stockists and CFAs about impact of demand variations on supply chain management.
- (iv) Encourage stockists to place bulk orders at their discretion in order so that it is possible to forecast the sales better.

**Options**

- (a) (i) and (ii)
- (b) (i) and (iv)
- (c) (i), (ii) and (iii)
- (d) (ii) and (iv)

The correct answer is (c) solutions (i), (ii) and (iii).

**Reason**

*Solution (i):* By expanding the coverage of stockists and CFAs from whom inputs are taken during the preparation of annual sales forecast, the flow of information to the company improves. This will help it predict customer demand better and therefore can improve the sales forecast. Better forecast reduces instances of downstream stockists and retailers placing sudden, excessively large orders, thereby reducing chances of the bull whip effect.

*Solution (ii):* Improving the ability to respond quickly to customer demand by improving the agility in its operations can contribute towards build up of excess inventory within the supply chain. This reduces the change of bull whip effect.

*Solution (iii):* The discount scheme by retailers to encourage sales of Vitarich had triggered the bullwhip effect. Education various parties involved can make them aware of the impact of their actions on the entire supply chain. If such promotional events are planned, they can inform the upstream supplier in advance in order factor in their sales forecast that can prevent any sudden, large orders.

*Solution (iv):* This is incorrect, as bulk orders at the discretion of the stockists results in sudden large rush orders that YVL needs to cater to, leading to inventory pile up if actual demand does not meet the seller's expectations.

 MCQ 3

While checking the internal records for medicines that were returned on account of expiry, it was that many of the medicines were slow moving items. On further enquiry with the stockists, it was found that one of the contributors was the lack of product awareness among the public. To address this, Reshma Pathak, the head of sales and marketing decided to start a marketing and advertising campaign that will be conducted over different media – television, social media and print media. The total cost of this campaign will be ₹ 10,00,000. Nirav Jain, the chief financial officer at YVL authorises this spend on the basis that it would create ₹ 50,00,000 additional profit over the next 2 years. The campaign began in January 2026 and the advertisements will be telecast for the next 2 years. What should be the value of the intangible asset that YVL should recognize in its Balance Sheet as on 31st March 2026?

- (a) ₹ 5,00,000
- (b) ₹ 8,33,333
- (c) ₹ 10,00,000
- (d) ₹ NIL

The correct answer is (d) Nil.

**Reason**

Under Ind AS 38 – Intangible Assets, the entire expense of ₹ 10,00,000 has to be expensed in FY 2025-26 itself. This is because it is not possible to identify future economic benefits that are attributable only to this campaign. Therefore, there will be Nil impact on the Balance Sheet as of 31<sup>st</sup> March 2026.

 MCQ 4

Given, the unsatisfactory explanations from the management for the year end sales entries and their subsequent sale returns in April of the subsequent year, CA. Karthik has reason to believe that an offence of fraud of ₹ 50 lakhs has been committed by the employees or officers against the company. Which of the following are the actions taken by each party in such circumstances?

- (i) CA. Karthik should Report to the Board or Audit Committee immediately, not later than 2 days of his knowledge of the fraud, seeking their reply or observations.
- (ii) CA. Karthik should forward his report along with the reply or observations of the Board or Audit Committee to the Central Government within 15 days of such reply or observations
- (iii) YVL is bound to disclose certain specified details in the Board report such as nature of the fraud, approximate amount involved, remedial actions taken, parties involved etc.
- (iv) CA. Karthik should report the nature and amount of the fraud in the Companies (Auditor’s Report) Order, 2020.

**Options**

- (a) (i) (ii) and (iii)
- (b) (i), (ii) and (iv)
- (c) (i) and (iii) only
- (d) (i), (iii) and (iv)

The correct answer is (d) (i), (iii) and (iv)

**Reason**

Answer (d) represent the duties of different parties involved in this circumstance.

Since the amount of fraud is less than 1 crores, there is no requirement to report it to the Central Government as per Section 143 (12) of the Companies Act and Rule 13 of the CAAR, 2014. At the same time, the matter should be brought to the immediate notice of the Board or Audit Committee immediately specifying the (i) nature of the fraud with description (ii) approximate amount involved and (iii) parties involved. CA. Karthik is also required to report the fraud with details under clause (xi) of paragraph 3 of Companies (Auditor’s Report) Order, 2020.

Following such a report from the auditors, accordingly, vide section 143 (12) of the Companies Act, 2013 and rule 13 of CAAR, 2014, the Board is required to disclose certain specified details in the Board report such as nature of the fraud, approximate amount involved, remedial actions taken, parties involved etc.

 **MCQ 5**

With respect to the termination of employment of Reshma Pathak and Nirav Jain, which of the following statements is :

- (a) Both Reshma Pathak and Nirav Jain can be dismissed by YVL since they are likely to be implicated because there are evidences of fraudulent actions by both of them. There is no need to take approval of the Tribunal for taking action against them. Therefore, the termination of their services on November 30<sup>th</sup> 2026 is valid.
- (b) Both Reshma Pathak and Nirav Jain can be dismissed only after obtaining approval of the Tribunal of the application made by YVL. If approval is not received within 30 days of making the application, the company cannot terminate their services. Therefore, the termination of their services on November 30<sup>th</sup> 2026 is invalid.
- (c) If YVL does not receive approval for termination of employment of Reshma Pathak and Nirav Jain within 30 days of making an application with the Tribunal, it can be considered as deemed approval by the Tribunal. Therefore, the termination of their services on November 30<sup>th</sup> 2026 is valid.
- (d) Both Reshma Pathak and Nirav Jain cannot be dismissed by YVL until the investigation is concluded and the final report is made available to the concerned parties. Therefore, the termination of their services on November 30<sup>th</sup> 2026 is invalid.

The correct answer is (c). If YVL does not receive approval for termination of employment of Reshma Pathak and Nirav Jain within 30 days of making an application with the Tribunal, it can be considered as deemed approval by the Tribunal. Therefore, the termination of their services on November 30<sup>th</sup> 2026 is valid.

**Reason**

As per section 218, which gives protection to employees during investigation, YVL cannot directly dismiss Reshma Pathak and Nirav Jain without obtaining the permission of the Tribunal. If the company does not receive any reply within 30 days of making the application for permission to terminate their employment, it is considered a deemed approval. Therefore, the termination of their services on November 30<sup>th</sup> 2026 is valid.

Effective decision-making requires a holistic view of business, recognizing that different areas are interconnected rather than functioning in isolation. Reflecting this principle, the earlier issue presented the pharmaceutical case study “Your Vitality Limited (YVL)”. Building on that, this issue includes annexures containing problems and solutions designed to integrate broader, interlinked questions, ensuring comprehensive coverage and promoting analytical practice.



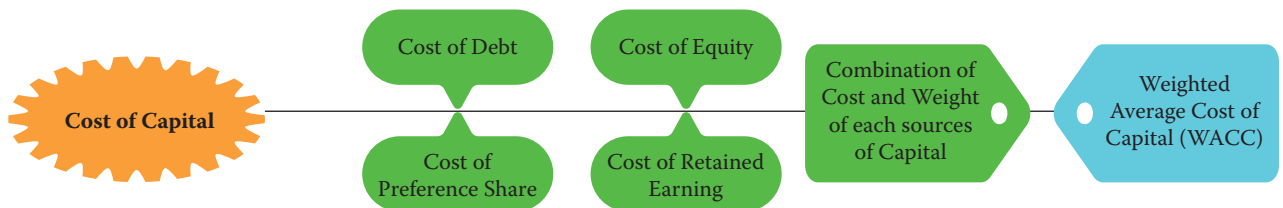
## CA INTERMEDIATE - PAPER 6A: FINANCIAL MANAGEMENT

A key responsibility of a Finance Manager is to secure funding and deploy it efficiently to maximize shareholder wealth. A critical part of this process involves evaluating the cost of different sources of finance, including debt. The cost of debt represents the effective rate a company pays on its borrowed funds, reflecting the return expected by lenders as compensation for the risk they undertake. Similarly, the cost of equity is the return required by shareholders for investing in the company, accounting for the higher risk they bear compared to debt holders. These individual costs are weighted according to the firm's capital structure to derive the Weighted Average Cost of Capital (WACC), which serves as the firm's hurdle rate against which to assess return on investment capital performance.

This edition of the Financial Management capsule focuses on the analysis of the cost of debt, exploring its calculation, implications, and critical role in financing decisions. Students are encouraged to thoroughly understand the concepts and work through the case scenario provided for better understanding.

### COST OF CAPITAL (DEBENTURES AND BONDS)

#### POINTS OF DISCUSSION



#### MEANING OF COST OF CAPITAL



#### SIGNIFICANCE OF COST OF CAPITAL



#### DETERMINATION OF COST OF CAPITAL

Cost is **not** the amount which the company plans to pay or actually pays, **rather** it is the **expectation of stakeholders**

TO CALCULATE COST



Identify various cash flows



**Like:**

- Inflow of amount received at the beginning.
- Outflows of payment of interest, dividend, redemption amount etc.
- Inflow of tax benefit on interest or Outflow of payment of dividend tax.

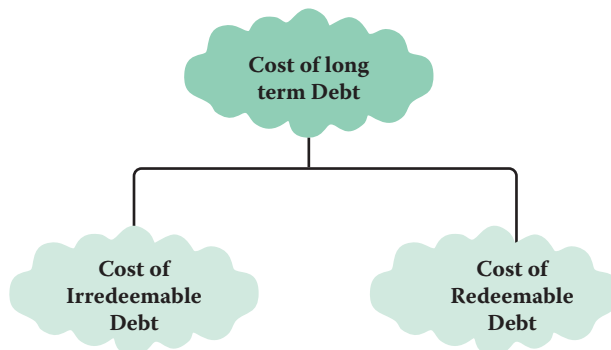
**THEREAFTER**, use trial & error method to arrive at a rate where **present value of outflows is equal to present value of inflows** which is basically IRR.



## COST OF LONG-TERM DEBT ( $K_d$ )

### Long-term Debt

- Do **not** confers ownership to the providers of finance.
- Debt providers do **not** participate in the affairs of the company.
- They **get charge on the profit** before taxes in the form of interest



## COST OF IRREDEEMABLE DEBENTURES

$$K_d = \frac{I}{NP} (1-t)$$

Where,

- $K_d$  = Cost of debt after tax
- $I$  = Annual interest payment
- $NP$  = Net proceeds of debentures\* (new debentures) or Current market price (existing debentures)
- $t$  = Tax rate

\*Net proceeds means issue price less issue expenses or floatation cost

## COST OF REDEEMABLE DEBENTURES

Using Approximation method:

$$\#K_d = \frac{I(1-t) + \frac{(RV-NP)}{n}}{\frac{(RV+NP)}{2}}$$

Where,

- $I$  = Interest payment
- $NP$  = Net proceeds (new) or Current market price (existing)
- $RV$  = Redemption value of debentures
- $t$  = Tax rate applicable to the company
- $n$  = Remaining life of debentures

#This formula is used where only interest on debt is tax deductible. Sometime, debts are issued at discount and/ or redeemed at a premium. If such discount on issue and/ or premium on redemption are tax deductible, the following formula can be used:

$$K_d = \frac{I + \frac{(RV-NP)}{n}}{\frac{(RV+NP)}{2}} (1-t)$$

## CASE SCENARIO



Nirgranth Ltd is an Indian Conglomerate that was founded in 1995 at Ahmedabad, Gujarat, by Mr Samveg & Mr Nirveg engaged into multiple business like Oil & gases, BFSI services, Ports & Petroleum, Construction, Defence equipment's manufacturing, Cements and Paints, etc. The business is spread across the nation having its offices at multiple locations in India.

Owing to the significant developments and great prospects in Electric Vehicles (EVs), the company had formed a subsidiary company named 'Nirgranth Motors Ltd' in 2021. The primary business of the company is manufacturing, distribution, sale and export of EVs. To boost the industry of EV, Govt of India has granted Tax SOPS of 5% in absolute terms each year till FY 2024-25, to all the corporates in the EV industry. However, the only condition for getting eligible to the Tax SOPS is that the Debt-Equity mix should be less than 30:70. The company has an overall market share of 50% in the EV sector.

Nirgranth Ltd and its subsidiaries' (Note 1) consolidated balance sheet as of 31.03.2024 is extracted from their annual report and

# FINANCIAL MANAGEMENT

presented below. Standalone Balance sheet of 'Nirgranth Motors Ltd' as of 31.03.2024 is also extracted below

(Amount in Crores)		
	Nirgranth Ltd (Consolidated)	Nirgranth Motors Ltd (Standalone)
<b>LIABILITIES</b>		
<b>Equity:-</b>		
Equity Share Capital (FV of 1,000 each)	3,500.00	850.00
Reserves & Surplus	1,500.75	680.00
<b>Long term Borrowings (Note 2):</b>		
9% Debentures (FV of 500 each)	1,250.00	-
10.5% Bonds (FV of 500 each)	-	510.10
<b>Current Liabilities:-</b>		
Accounts Payable	1,345.60	413.11
Current portion of long-term debt	475.30	45.90
Short term borrowings	250.50	76.85
Accrued Taxes	120.40	37.30
Outstanding Expenses	750.95	230.54
<b>TOTAL</b>	<b>9,193.50</b>	<b>2,843.80</b>
<b>ASSETS</b>		
<b>Fixed Assets:-</b>		
Plant & Machinery	3,134.25	980.82
Land and buildings including Offices	1,500.10	469.43
<b>Current Assets:-</b>		
Cash & Cash Equivalents	165.65	25.67
Accounts Receivable less Allowance	2,352.40	616.53
Short term Investments	408.60	127.80
Inventories	1,427.20	596.61
Other current assets (15% is prepaid)	205.30	26.94
<b>TOTAL</b>	<b>9,193.50</b>	<b>2,843.80</b>

Corporate tax rate applicable to the conglomerate is 30%

**Note 1:** Consolidated Balance sheet is exclusive of Nirgranth Motors Ltd for the purpose of this case study.

**Note 2:** Long-term Borrowings are redeemable at a premium of 10% after 10 years.

9% Debentures were issued at a discount of 2%. The floatation cost was 3% of the issue price.

10.5% Bonds were issued at a premium of 5%. The floatation cost was 3% of face value.

Furthermore, the shares of Nirgranth Ltd and Nirgranth Motors Ltd are trading at ₹2,575 and ₹1,550 respectively. Nirgranth Ltd has recently paid a dividend of Rs. 195 and the management expects a consistent growth of 7% annually whereas Nirgranth Motors Ltd has paid a dividend of ₹126 and is expected to grow at a steady rate of 10% per annum.

Industry standard Fixed Asset turnover ratios for the conglomerate and EV industry are 3 and 4 respectively. However, looking at the

current market share of the Nirgranth Motors Ltd in EV sector, its efficiency in utilization of fixed assets is 25% more compared to the overall industry. Credit sales are 80% of the total sales and allowance for bad debts is 5%.

From the information given above, you are required to answer the following questions:

- What would be the Cost of borrowing (Kd) for Nirgranth Ltd at Consolidated level and also for Nirgranth Motors Ltd?
  - 7.60% , 7.69%
  - 7.60% , 8.18%
  - 7.67% , 8.18%
  - 10.24% , 10.66%
- Overall Cost of Capital for Nirgranth Ltd & Nirgranth Motors Ltd using Market Value weights
  - 14.19% , 15.94%
  - 14.19% , 15.80%
  - 13.6% , 16.25%
  - 13.60% , 15.94%
- Short term solvency ratios for Nirgranth Motors Ltd are \_\_\_\_\_ and \_\_\_\_\_.
  - 1.79, 1.02
  - 1.73, 0.99
  - 1.75, 0.96
  - 0.333, 2.01
- Nirgranth Ltd finds that the Overall Cost of Capital of its group is quite high compared to the industry standard, which is 13%. If the company wants to bring down its Ko at par with industry standard, by how much percent Ke needs to be reduced assuming Kd remains constant.
  - 13.75%
  - 13.50%
  - 8.94%
  - 9.47%
- Working capital needs for Nirgranth Ltd and Nirgranth Motors Ltd are \_\_\_\_\_. Furthermore, what is the accounts receivable turnover ratio for Nirgranth Motors Ltd?
  - 1616.40 , 589.85 , 7.53 times
  - 1616.40 , 589.85 , 9.41 times
  - 1616.40 , 589.85 , 8.94 times
  - 4559.15 , 1393.55 , 7.53 times

## Solution

**1. (B) 7.6% , 8.18%**

As per Approximation Method,

$$\#K_d = \frac{I(1-t) + \frac{(RV-NP)}{n}}{\frac{(RV+NP)}{2}}$$

RV = Redemption Value,

NP = Net Proceeds

N = Term

**WN 1 :**

$$\begin{aligned} \text{Nirgranth Ltd} & \quad ₹45 (1-0.3) + \frac{(₹550 - ₹475.30)}{10 \text{ years}} \\ \text{(Consolidated level)} & = \frac{(₹550 + ₹475.30)}{2} \\ & = (31.50 + 7.47) / 512.65 \\ & = \mathbf{7.60\%} \end{aligned}$$

RV = 500 + 10% = ₹550

Tax rate = 30% (tax rate applicable to conglomerate)

Particular	Rs. in Cr	Remarks
Face Value	500	
Less: Discount @ 2%	10	
Issue Price	490	
Less: Floatation Cost	14.7	3% of Issue price
<b>Net Proceeds</b>	<b>475.3</b>	

**WN 2 :**

**Nirgranth Motors Ltd :**

$$\frac{\text{₹}52.5 (1-0.25) + \frac{(\text{₹}550 - \text{₹}510)}{10 \text{ years}}}{\frac{(\text{₹}550 + \text{₹}510)}{2}}$$

$$= (39.375 + 4) / 530$$

$$= \mathbf{8.18 \%}$$

RV = 500 + 10% = ₹550 Cr.

Tax rate = 25%

(Govt has provided 5% concession on tax rate for EV industry provided Debt to Total Capital is less than 30%)

$$\frac{\text{Debt}}{\text{Total Capital}} = \frac{510.10}{2040.10} = 25\%$$

Since it is less than 30/70, Nirgranth Motors Ltd can avail 5% Tax SOPS

Particular	₹ in Cr	Remarks
Face Value	500	
Add: Premium @ 5	25	
Issue Price	525	
Less: Floatation Cost	15	3% of Face Value
<b>Net Proceeds</b>	<b>510</b>	

2. (A) 14.19%, 15.94%

**WACC for Nirgranth Ltd (Consolidated)**

Sources	Market Value (₹ in Cr)	Weights (W)	Cost % (K)	WACC = W x K
Debt	1,250.00	0.1218	7.60 Kd	0.926
Equity	9,012.50	0.8782	15.10 Ke	13.261
	10,262.50	1.0000		<b>14.187%</b>

**WACC for Nirgranth Motors Ltd**

Sources	Market Value (₹ in Cr)	Weights (W)	Cost % (K)	WACC = W x K
Debt	510.10	0.2791	8.18	2.283
Equity	1,317.50	0.7209	18.94	13.654
	1,827.60	1.0000		<b>15.937%</b>

**WN1:** Kd for both the companies as calculated in Solution 1

**WN2:** Ke to be calculated using Gordon's Formula

$$K_e = \frac{D_1}{P_0} + g$$

D1 = Dividend Expected at the end of Year 1 ,

Po = Current Market Price,

G = Growth rate

**WN3: Ke (Nirgranth Ltd)**

$$= \frac{195+7\%}{2,575} + 0.07 = 15.10\%$$

**WN4: Ke (Nirgranth Motors Ltd)**

$$= \frac{126+10\%}{1,550} + 0.10 = 18.94\%$$

**WN5:** Market Value of Equity = No. of equity Shares x Current Market Price

**Nirgranth Ltd** = 3.50 x 2,575 = ₹9,012.50 Cr.

**Nirgranth Motors Ltd** = 0.85 x 1,550 = ₹1,317.50 Cr.

Market Value of Equity includes the value of Reserves & Surplus as well.

**3. (B) Current Ratio = 1.73 and Quick Ratio = 0.99**

The two ratios that measure the short-term solvency position of the company are Current Ratio & Quick Ratio

**Nirgranth Motors Ltd**

**WN1: Current Ratio =**  $\frac{\text{Current Assets}}{\text{Current Liabilities}}$

$$= 1,393.55 / 803.70$$

$$= 1.7339 : 1$$

**WN2: Quick Ratio =**  $\frac{(\text{Current Assets} - \text{Inventories} - \text{Prepaid Expenses})}{\text{Current Liabilities}}$

$$= \frac{(1,393.55 - 596.61 - 4.041)}{803.70}$$

$$= 792.90 / 803.70$$

$$= 0.987 : 1$$

**4. (C) 8.94%**

The overall Ko for the industry is 13% and Nirgranth Ltd wants to bring its Ko with industry parance which means Ko for Nirgranth Ltd should be 13%. Furthermore, question says Kd remains constant i.e 7.60% as calculated in Solution 1

$$\text{WACC (Ko)} = W_d \times K_d + W_e \times K_e$$

$$13 = 0.1218 \times 7.60 + 0.8782 \times K_e$$

Therefore Ke = 13.75%

Therefore % decrease in Ke =  $\frac{15.10-13.75}{15.10} = \mathbf{8.94\%}$

**5. (C) : Working Capital = 16,16.40 , 589.85 and Accounts Receivable Turnover Ratio = 8.94 times**

Working Capital Needs = Current Assets Less Current Liabilities

**WN1:** Nirgranth Ltd = 4,559.15 – 2,942.75

$$= \text{₹}1,616.40 \text{ Cr.}$$

**WN2:** Nirgranth Motors Ltds = 1,393.55 - 803.70

$$= \text{₹}589.85 \text{ Cr.}$$

# FINANCIAL MANAGEMENT

$$\text{WN3: Accounts Receivable Turnover Ratio} = \frac{\text{Net Credit Sales}}{\text{Debtors}}$$

Net Credit Sales = Credit Sales - Bad Debt Allowance

To calculate Credit sales, we need to calculate Total Sales of the Company using Fixed Assets Turnover Ratio

$$\text{WN4: Fixed Asset Turnover Ratio} = \frac{\text{Total Sales}}{\text{Total Fixed Assets}}$$

Fixed Asset turnover ratio measures the efficiency in utilization of fixed assets. The fixed assets efficiency of Nirgranth motors is 25% more than industry standards of 4 as given.

So, the fixed asset turnover ratio for Nirgranth Motors Ltd = 4 + 25% = 5 times

$$5 = \frac{\text{Total Sales}}{1,450.25}$$

Therefore, Total Sales = ₹7,251.25 Cr.

Credit Sales = 7,251.25 x 0.80 = 5,801

Net Credit Sales = 5,801 - 5% Bad Debt Allowance

= 5,801 - 290.05

= ₹5,510.95 Cr.

$$\text{Accounts Receivable Turnover Ratio} = \frac{5510.95}{616.53} = 8.9387 \text{ times}$$

## USING PRESENT VALUE METHOD [YIELD TO MATURITY (YTM) APPROACH]:

**YTM- An internal rate of return at which current price of a debt equals to the present value of all cash-flows.**

### Steps to Calculate Relevant Cash Flows

**STEP 01**

Identify the cash flows.

**STEP 02**

Calculate NPVs of cash flows as identified above using two discount rates.

**STEP 03**

Calculate IRR

### STEP-1: IDENTIFY THE CASH FLOWS.

The relevant cash flows are as follows:

Year	Cash flows
0	Net proceeds in case of new issue/ Current market price in case of existing debt (NP or P <sub>0</sub> )
1 to n	Interest net of tax [I(1-t)]
n	Redemption value (RV)

**STEP-2:** Calculate NPVs of cash flows as identified above using **two discount rates** (guessing) to get each a positive NPV (lower rate) and a negative npv (higher rate).

### STEP-3: Calculate IRR.

$$\text{IRR} = L + \frac{\text{NPVL}}{\text{NPVL}-\text{NPVH}} (\text{H}-\text{L})$$

[Here, H and L stands for higher discount rate and lower discount rate respectively. It is to be noted that higher the difference between H and L, lower the accuracy of answer.]

### AMORTISATION OF BOND:

A bond **may** be **amortised every year** i.e., principal is repaid every year rather than at maturity.

In such a situation, the **principal** will **go down** with annual payments and interest will be computed on the outstanding amount.

Cash flows will be **uneven**.

$$\text{Value of Bond } V_B = \frac{C_1}{(1+K_d)^1} + \frac{C_2}{(1+K_d)^2} + \dots + \frac{C_n}{(1+K_d)^n}$$

$$V_B = \sum_{t=1}^n \frac{C_t}{(1+K_d)^t}$$

### COST OF CONVERTIBLE DEBENTURES

**Option** to either get the debentures redeemed into **cash** or get specified numbers of company's **shares**.






While determining redemption value, it is assumed that all the debenture holders will **choose the option which has the higher value** i.e. **beneficial to the holder**.



**Board of Studies [Academic]**

**UPCOMING ACTIVITIES!**



<b>FOUNDATION</b>	<p>Live Virtual Classes for January 2026 Examination- Ongoing from <b>25<sup>th</sup> September 2025</b></p> 	<p>Success at CA Exam Series I &amp; II for <b>January 2026 Examination</b></p> <ul style="list-style-type: none"> <li>◆ Series I: 23<sup>rd</sup>-24<sup>th</sup> December 2025</li> <li>◆ Series II: 6<sup>th</sup>-7<sup>th</sup> January 2026</li> </ul>	<p>Mock Test Papers Series for <b>January 2026 Examination</b></p> <ul style="list-style-type: none"> <li>◆ Series I: 15<sup>th</sup>-22<sup>nd</sup> December 2025</li> <li>◆ Series II: 29<sup>th</sup> December-5<sup>th</sup> January 2026</li> </ul>
<b>INTERMEDIATE</b>	<p>Live Virtual Revisionary Classes for January 2026 Examination- Commencing from <b>11<sup>th</sup> November 2025</b></p> 	<p>Success at CA Exam for <b>January 2026 Examination</b></p> <ul style="list-style-type: none"> <li>◆ Series I: 1<sup>st</sup>-4<sup>th</sup> December 2025</li> <li>◆ Series II: 19<sup>th</sup>-23<sup>rd</sup> December 2025</li> </ul>	<p>Mock Test Papers Series for <b>January 2026 Examination</b></p> <ul style="list-style-type: none"> <li>◆ Series I: 18<sup>th</sup>-28<sup>th</sup> November 2025</li> <li>◆ Series II: 6<sup>th</sup>-17<sup>th</sup> December 2025</li> </ul>
<b>FINAL</b>	<p>Live Virtual Revisionary Classes (LVRC) for January 2026 Examination - Ongoing from <b>13<sup>th</sup> October 2025</b></p> 	<p>Success at CA Exam BoS Series I &amp; II for <b>January 2026 Examination</b></p> <ul style="list-style-type: none"> <li>◆ Series I: Starting 29<sup>th</sup> November 2025</li> <li>◆ Series II: Starting 16<sup>th</sup> December 2025</li> </ul>	<p>Mock Test Papers Series for <b>January 2026 Examination</b></p> <ul style="list-style-type: none"> <li>◆ Series I: 17<sup>th</sup>-28<sup>th</sup> November 2025</li> <li>◆ Series II: 4<sup>th</sup>-15<sup>th</sup> December 2025</li> </ul>

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**CROSSWORD SOLUTION – OCTOBER 2025**

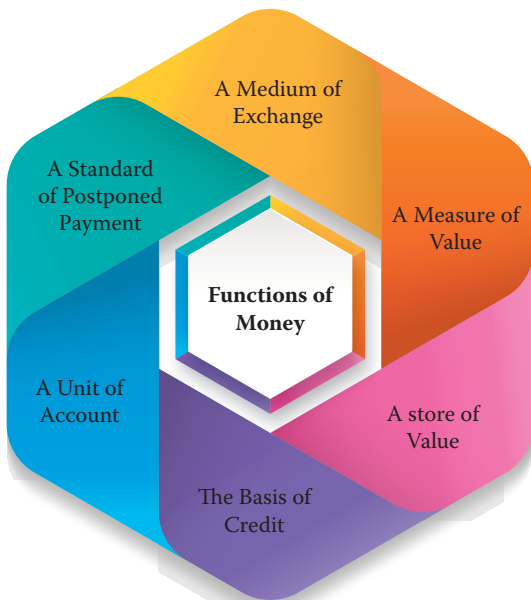
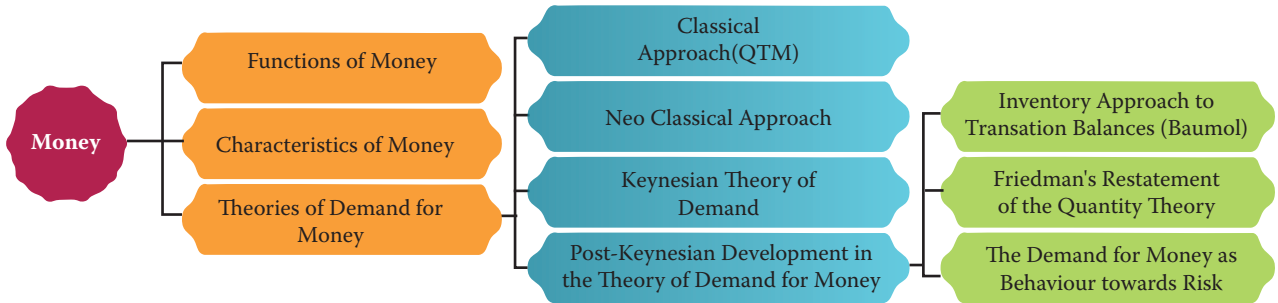
<sup>1</sup> N	<sup>2</sup> A	R	<sup>3</sup> R	O	W	<sup>4</sup> M	<sup>5</sup> O	N	E	Y		<sup>6</sup> M
<sup>7</sup> A	D		E		<sup>8</sup> G	S	T			<sup>9</sup> N	<sup>10</sup> L	U
<sup>11</sup> T	R	<sup>12</sup> I	P	<sup>13</sup> S		<sup>14</sup> P	T	<sup>15</sup> A			<sup>16</sup> A	L
O		<sup>17</sup> C	O	S	O			I		<sup>18</sup> F	C	T
		A		I				D				I
<sup>19</sup> T		<sup>20</sup> I	C		<sup>21</sup> M	<sup>22</sup> F	<sup>23</sup> N			<sup>24</sup> S	I	P
<sup>25</sup> A	<sup>26</sup> M			<sup>27</sup> H	E	D	G	I	<sup>28</sup> N	G		L
<sup>29</sup> R	E	E	<sup>30</sup> R		<sup>31</sup> R	I	T		<sup>32</sup> A	D	R	I
<sup>33</sup> I	T		<sup>34</sup> I	O	C			<sup>35</sup> G	F	R		E
<sup>36</sup> F	A	R	M		<sup>37</sup> O	<sup>38</sup> M	<sup>39</sup> G		T		<sup>40</sup> M	R
F				<sup>41</sup> I	S	O	Q	<sup>42</sup> U	A	<sup>43</sup> N	T	
		<sup>44</sup> F		<sup>45</sup> M	U	G		F		A		
<sup>46</sup> M	E	R	G	E	R		<sup>47</sup> N	O	R	M	A	L

## CA FOUNDATION – PAPER 4: BUSINESS ECONOMICS

Students are advised to read the capsule for understanding of the concepts. The graphs and charts will assist the students in revision of concept discussed in study material in minimum time.

### THE CONCEPT OF MONEY DEMAND

Money refers to assets which are commonly used and accepted as a means of payment or as a medium of exchange or of transferring purchasing power.



#### Friedman's Restatement of Quantity Theory

- Milton Friedman (1956) extending Keynes' speculative money demand within the framework of asset price theory holds that demand for money is affected by the same factors as demand for any other asset, namely, permanent income and relative returns on assets
- The nominal demand for money is positively related to the price level,  $P$ ; rises if bonds and stock returns,  $r_b$  and  $r_e$ , respectively decline and vice versa; is influenced by inflation; and is a function of total wealth

#### The Demand for Money as Behaviour toward Risk

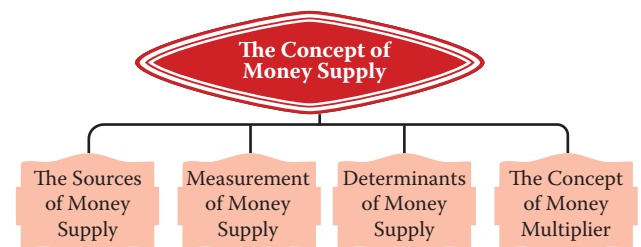
- The Demand for Money as Behaviour toward as 'aversion to risk' propounded by Tobin states that money is a safe asset but an investor will be willing to exercise a trade-off and sacrifice to some extent the higher return from bonds for a reduction in risk
- According to Tobin, rational behaviour induces individuals to hold an optimally structured wealth portfolio which is comprised of both bonds and money and the demand for money as a store of wealth depends negatively on the interest rate.

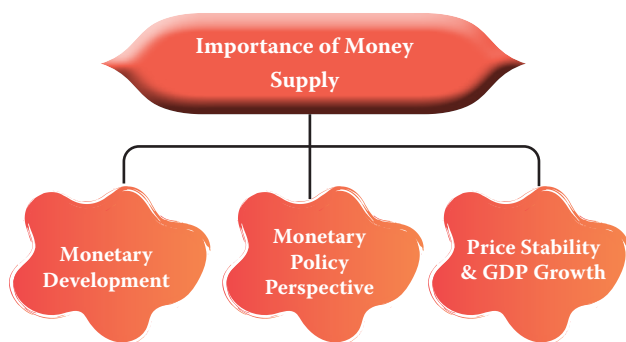
#### Post- Keynesian Development in the Theory of Demand for Money

- Inventory Approach to Transaction Balances (Baumol)
- Baumol (1952) and Tobin (1956) developed a deterministic theory of transaction demand for 'real cash balance', known as Inventory Theoretic Approach, in which money is essentially viewed as an inventory held for transaction purposes.
- People hold an optimum combination of bonds and cash balance, i.e., an amount that minimises the opportunity cost.
- The optimal average money holding is: a positive function of income  $Y$ , a positive function of the price level  $P$ , a positive function of transactions costs  $c$ , and a negative function of the nominal interest rate  $i$ .

### CONCEPT OF MONEY SUPPLY

The measures of money supply vary from country to country, from time to time and from purpose to purpose.





**Sources of Money Supply**

- The central banks of all countries are empowered to issue currency and therefore, the central bank is the primary source of money supply in all countries. In effect, high powered money is the source of all other forms of money.
- The supply responses of the commercial banking system of the country to the changes in policy variables initiated by the central bank to influence the total money supply in the economy. In India, RBI is the Central Bank.

**Measurement of Money Supply**

- The measures of money supply vary from country to country, from time to time and from purpose to purpose.
- Measurement of money supply is essential as it enables a framework to evaluate whether the stock of money in the economy is consistent with the standards for price stability, to understand the nature of deviations from this standard and to study the causes of money growth.
- In India, RBI has been publishing data on four alternative measures of money supply denoted by M1, M2, M3, M4 besides the reserve money.

M1 = Currency and coins with the people + demand deposits of banks (Current and Saving accounts) + other deposits with the RBI.

M2 = M1 + savings deposits with post office savings banks.

M3 = M1 + net time deposits with the banking system.

M4 = M3 + total deposits with the Post Office Savings Organisation (excluding National Savings Certificates).

**NEW MONETARY AGGREGATE**

Based on the recommendations of the Working Group on Money (1998), the RBI has started publishing a set of four new monetary aggregates on the basis of the balance sheet of the banking sector in conformity with the norms of progressive liquidity. The new monetary aggregates are :

Reserve money, also known as central bank money, base money, or high-powered money, determines the level of liquidity and price level in the economy.

Reserve Money = Currency in circulation + Bankers' deposits with the RBI + Other deposits with the RBI  
 = Net RBI credit to the Government + RBI credit to the Commercial sector + RBI's Claims on banks + RBI's net foreign assets + Government's Currency liabilities to the public – RBI's net non-monetary Liabilities

NM1 = Currency with the public + Demand deposits with the banking system + 'Other' deposits with the RBI.

NM2 = NM1 + Short-term time deposits of residents (including and up to contractual maturity of one year).

NM3 = NM2 + Long-term time deposits of residents + Call/Term funding from financial institutions

**Liquidity aggregates**

L1 = NM3 + All deposits with the post office savings banks (excluding National Savings Certificates).

L2 = L1 + Term deposits with term lending institutions and refinancing institutions (FIs) + Term borrowing by FIs + Certificates of deposit issued by FI's.

L3 = L2 + Public deposits of non-banking financial companies

**The concept of money multiplier**

The money supply is defined as  $M = m \times MB$

Where M is the money supply, m is money multiplier and MB is the monetary base or high-powered money.

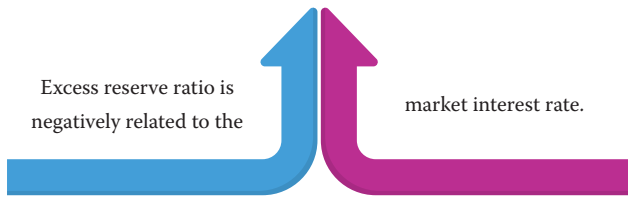
$$\text{Money Multiplier}(m) = \frac{(\text{Money Supply})}{(\text{Monetary Base})}$$

The money multiplier approach to money supply propounded by Milton Friedman and Anna Schwartz, (1963) considers three factors as immediate determinants of money supply

- the stock of high-powered money (H)
- the ratio of deposit to reserve,  $e = \{ER/D\}$  and
- the ratio of deposit to currency,  $c = \{C/D\}$

The additional units of high powered money that goes into 'excess reserves' of the commercial banks do not lead to any additional loans and therefore, these excess reserve do not lead to the creation of deposits.

When the required ratio falls, there will be multiple expansions for demand deposits

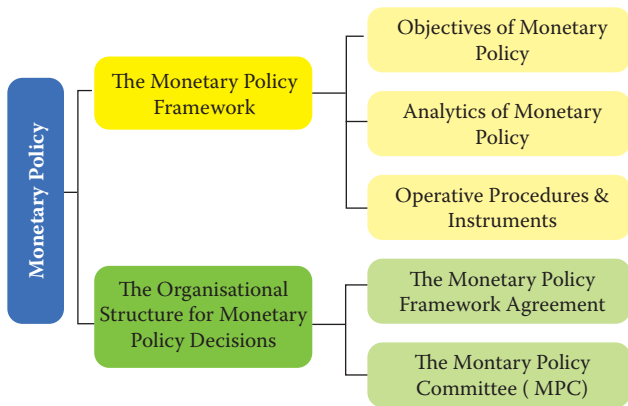


**Effect of Government Expenditure on Money supply**  
 When the Reserve Bank lends to the governments under WMA/OD, it results in the generation of excess reserves (i.e., excess balances of commercial banks with the Reserve Bank).

**The Credit Multiplier**  
 The Credit Multiplier also referred to as the deposit multiplier or the deposit expansion multiplier, describes the amount of additional money created by commercial bank through the process of lending the available money, it has in excess of the central bank's reserve requirements.

**MONETARY POLICY**

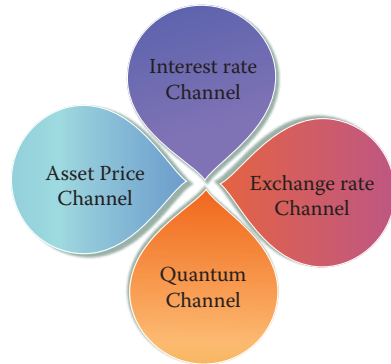
Monetary policy refers to the use of monetary policy instruments which are at the disposal of the central bank to regulate the availability, cost and use of money and credit so as to promote economic growth, price stability, optimum levels of output and employment, balance of payments equilibrium, stable currency or any other goal of government's economic policy.



Monetary policy refers to the use of monetary policy instruments which are at the disposal of the central bank to regulate the availability, cost and use of money and credit to promote economic growth, price stability, optimum levels of output and employment, balance of payments equilibrium, stable currency or any other goal of government's economic policy.

- Objectives of Monetary Policy**
- Price Stability
  - Economic Growth
  - Ensuring an adequate flow of credit
  - Creation of an efficient market for government securities

**ANALYTICS OF MONETARY POLICY**

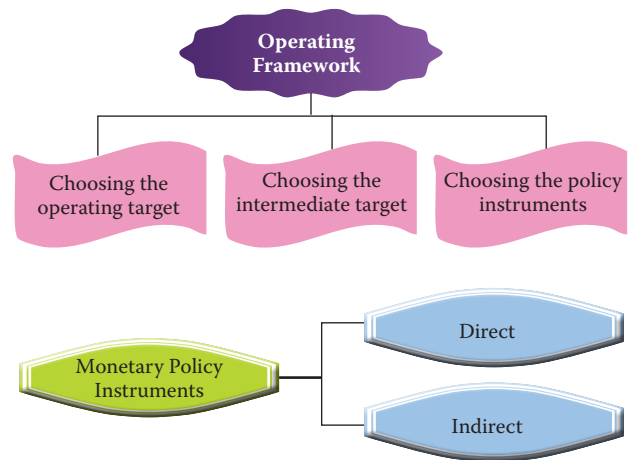


A contractionary monetary policy-induced increase in interest rates, increases the cost of capital and the real cost of borrowing for firms and households who respond by cutting back on their investment and purchase expenditures respectively.

The exchange rate channel works through expenditure switching between domestic and foreign goods on account of appreciation/depreciation of the domestic currency with its impact on net exports and consequently on domestic output and employment.

Two distinct credit channels- the bank lending channel and the balance sheet channel operate by altering access of firm and household to bank credit and by the effect of monetary policy on the firm's balance sheet respectively.

Asset prices generate important wealth effects that impact, through spending, output and employment.



- Direct Instruments**
- Cash Reserve Ratio and Liquidity Reserve Ratios prescribed from time to time
  - Credit to Priority Sector
  - Administered Interest Rate

INDIRECT INSTRUMENTS



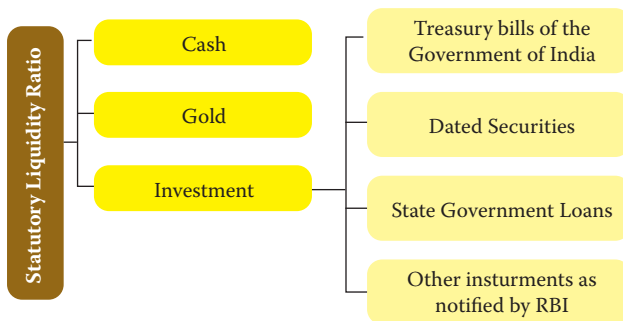
Cash Reserve Ratio

The Cash Reserve Ratio (CRR) refers to the fraction of the total net demand and time liabilities (NDTL) of a scheduled commercial bank in India, which it should maintain as cash deposit with the Reserve Bank irrespective of its size or financial position.

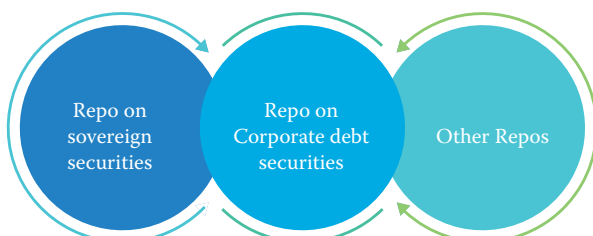


Statutory Liquidity Ratio

- The Statutory Liquidity Ratio (SLR) is what the scheduled commercial banks in India are required to maintain as a stipulated percentage of their total Demand and Time Liabilities (DTL) / Net DTL (NDTL) in Cash, Gold or approved investments in securities.
- The SLR is also a powerful tool for controlling liquidity in the domestic market by means of manipulating bank credit. Changes in the SLR chiefly influence the availability of resources in the banking system for lending.



TYPES OF REPO MARKET



Adjustment (LAF)

The Liquidity Adjustment Facility (LAF) is a facility extended by the Reserve Bank of India to the scheduled commercial banks (excluding RRBs) and primary dealers to avail of liquidity in case of requirement (or park excess funds with the RBI in case of excess liquidity) on an overnight basis against the collateral of government securities including state government securities.

Policy Rate

- In India, the fixed repo rate quoted for sovereign securities in the overnight segment of Liquidity Adjustment Facility (LAF) is considered as the 'policy rate'.
- Repo or repurchase option is a collateralised lending because banks borrow money from Reserve bank of India to fulfill their short term monetary requirements by selling securities to RBI with an explicit agreement to repurchase the same at predetermined date and at a fixed rate. The rate charged by RBI for this transaction is called the 'repo rate'.
- Reverse Repo is defined as an instrument for lending funds by purchasing securities with an agreement to resell the securities on a mutually agreed future date at an agreed price which includes interest for the funds lent.

Monetary Policy Committee

- The Monetary Policy Committee (MPC) consisting of six members shall determine the policy rate to achieve the inflation target through debate and majority vote by a panel of experts.
- The Monetary Policy Framework Agreement is an agreement reached between the Government of India and the Reserve Bank of India (RBI) on the maximum tolerable inflation rate as 4 percent Consumer Price Index (CPI) inflation with a deviation of 2 percent.
- Choice of a monetary policy action is rather complicated in view of the surrounding uncertainties and the need for exercising complex judgment to balance growth and inflation concerns. Additional complexities arise in the case of an emerging market like India.





## TURNING DETERMINATION INTO DISTINCTION

### HOW YASH DEVIDAN SECURED

#### AIR 2 IN THE CA INTERMEDIATE MAY 2025 EXAMINATION

**Congratulations on securing the 2<sup>nd</sup> rank in the May 2025 CA Intermediate Examination! What inspired you to choose Chartered Accountancy, and how did your family support you in this journey?**

Coming from a family of Chartered Accountants, my father, CA Sandeep Devidan, a practising CA and past Chairman of the Aurangabad (Chhatrapati Sambhaji Nagar) Branch, and my sister, CA Nidhi Devidan, who secured AIR 19 in CA Final July 2021, have been my greatest inspiration. Their guidance and solid support created a strong foundation for my CA journey.

**When did you start preparing seriously for the Intermediate exams, and how did you plan your study routine?**

I began preparing for CA Intermediate just two weeks after my Foundation exam, without waiting for the results. I studied 2–3 subjects daily in structured sessions, starting with about 8 hours a day and gradually increasing to 12–13 hours as the exams approached to ensure thorough preparation.

**How helpful did you find ICAI's study material during your preparation? Did the RTPs and MTPs play a role in boosting your exam readiness?**

For me, ICAI study material is like the Bhagavad Gita for exams — comprehensive and insightful, covering every topic with examples, illustrations, and both objective and descriptive questions. I used the RTPs to assess my strengths and weak areas, MTPs to improve speed and time management, and the MCQ case study booklet to strengthen conceptual clarity. The Saransh series proved extremely helpful too, as its concise, colourful notes, diagrams, and charts made revision faster and enhanced retention — a perfect last-mile revision companion.

**What strategies helped you balance study, revision, and breaks—both in your daily routine and during the exams?**

I structured my day into multiple focused study sessions of 1 hour, 1 hour 15 minutes, and 1 hour 30 minutes each. Between sessions, I took short breaks of 10–15 minutes to recharge. Additionally, I dedicated one full day every month to unwind, relax my mind, and spend quality time with my family, which helped me maintain balance and sustained focus throughout my preparation journey.

**Were there any papers you found particularly challenging, and how did you overcome those?**

I particularly found Audit and SM to be challenging as initially I would very often get confused between similar and overlapping topics. I overcame that by going in depth of each topic to understand what exactly is covered by those points.

**How did you cope with stress, maintain consistency, and stay motivated during your exam preparation?**

Stress is a natural part of studying, so taking timely breaks is essential to avoid burnout. Whenever I felt overwhelmed, I would sit quietly with my eyes closed for five minutes to relax. To stay consistent, I maintained a strict daily schedule. My biggest motivation came from my family, whose own CA journey reminded me that the path may be tough, but it's equally rewarding.

**What advice would you offer those currently gearing up for their Intermediate exam or planning their CA path?**

To all those beginning their CA Intermediate preparation, remember that consistency and discipline are the true pillars of success. Additionally, make the most of the comprehensive learning resources provided by ICAI, as effective utilization of these materials can significantly enhance your preparation.

## THE INTERNATIONAL CONFERENCE OF CA STUDENTS 2025

### JAGRTI (जागृति): Awakening the Future of Finance

The International Conference of CA Students 2025, themed “*JAGRTI (जागृति): Awakening the Future of Finance*”, marks a defining platform for aspiring Chartered Accountants to explore innovation, leadership, and global opportunities. Scheduled for 22<sup>nd</sup>–23<sup>rd</sup> November 2025 at the iconic Bharat Mandapam, New Delhi, the event is organized by the Board of Studies (Operations), ICAI, and hosted by NIRC & NICASA of ICAI.

JAGRTI (जागृति) is not just a conference it is a movement toward empowerment and awakening. It aims to help CA students move beyond conventional learning by engaging in collaborative discussions, knowledge sessions, and leadership interactions with mentors and industry experts. The platform fosters networking, critical thinking, and the confidence to thrive in an evolving global economy.

With a global outlook, the conference will feature sessions led by International and National experts, offering perspectives on financial reporting, auditing standards, and regulatory practices worldwide. Students will gain exposure to diverse financial ecosystems, developing adaptability and a global mindset key trait for future finance professionals.

Knowledge sharing remains the essence of JAGRTI. Sessions will explore emerging trends such as Artificial Intelligence, FinTech, Blockchain, Start-ups, Capital Markets, Sustainable Finance, and ESG Reporting. These discussions will help students translate complex ideas into practical understanding, preparing them to approach real-world challenges with innovation and confidence.

Beyond academics, the conference emphasizes holistic development through sessions on leadership, ethics, and communication, nurturing qualities of integrity, empathy, and responsibility. The inclusion of sustainability themes will encourage students to align professional growth with societal well-being and ethical values.

JAGRTI 2025 will also feature visionary talks by policymakers, thought leaders, and industry icons, inspiring students to think beyond boundaries and embrace their role as the torchbearers of financial transformation.

Set against the majestic backdrop of Bharat Mandapam, this global gathering of over 6,000 students from India and abroad promises to be an enriching experience of learning, leadership, and limitless potential.

Register  
NOW

at <https://bosactivities.icai.org> and be part of JAGRTI (जागृति) – Awakening the Future of Finance. Suswagam!



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



# जागृति

World Forum for CA Students

## INTERNATIONAL CONFERENCE-2025 FOR CA STUDENTS



**CA. CHARANJOT SINGH NANDA**  
President, ICAI



**CA. PRASANNA KUMAR D**  
Vice-President, ICAI

**Organised by:**

Board of Studies- Operations, ICAI

**Hosted by:**

Northern India Regional Council &  
NICASA of NIRC of ICAI

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**CA. (DR.) SANJEEV K.  
SINGHAL**  
CCM, ICAI

**Bharat Mandapam,  
New Delhi-110001**

**22-23  
NOV 2025**

**10:00 AM - 5.00 PM**

**SAVE  
THE DATE**



**CA. JAGJEET SINGH JAGS**  
Chairman, NIRC of ICAI



**CA. NITISH KUMAR CHUGH**  
NICASA Chairman



**FEES:  
₹ 1250/-  
FOR BOTH THE DAYS**

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# The Institute of Chartered Accountants of India

(Set up by an Act of Parliament)



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President, ICAI



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CA. (Dr.) Rohit Ruwatia  
Chairman, BOS-O



CA. Sanjib Sanghi  
Vice Chairman, BOS-O

## BOARD OF STUDIES - OPERATIONS

# MERIT AWARD & STUDENTS SCHOLARSHIP SCHEME

## MERIT AWARD

### For Final Course Students

<b>Award Amount</b>	Rs. 5000 per month
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>a. Rank holders of Intermediate Examinations upto 10<sup>th</sup> Rank</li> <li>b. Student must register for Final Course</li> <li>c. Student must commence his Articleship</li> </ul>
<b>Period of Scholarship</b>	24 Months or remaining period of Articleship, whichever is less

## TYPES OF SCHOLARSHIPS

### 1) Economically Needy Students Scholarship for Final Course Students - Merit based

<b>Amount</b>	Rs. 4000 per month
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>a. Rank holders of Intermediate Examinations from 11<sup>th</sup> to 50<sup>th</sup> Rank</li> <li>b. Student must register for Final Course</li> <li>c. Student must commence his Articleship</li> <li>d. Income of Parents should not exceed Rs. 5,00,000 per annum</li> </ul>
<b>Period of Scholarship</b>	24 Months or remaining period of Articleship, whichever is less

### 2) (i) Economically Needy Students Scholarship for Final Course Students

<b>Amount</b>	Rs. 2500 per month
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>a. Students who are registered for Final Course</li> <li>b. Student must commence his Articleship</li> <li>c. Income of Parents should not exceed Rs. 5,00,000 per annum</li> </ul>
<b>Period of Scholarship</b>	24 Months or remaining period of Articleship, whichever is less

### 2) (ii) Economically Needy Students Scholarship for Intermediate Students

<b>Amount</b>	Rs. 2500 per month
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>a. Students who are registered for Intermediate Course either through Foundation Route or through Direct Entry Route.</li> <li>b. Income of Parents should not exceed Rs. 5,00,000 per annum.</li> </ul>
<b>Period of Scholarship</b>	<ul style="list-style-type: none"> <li>a. 8 months commencing from the following month of registration for Intermediate Course</li> <li>b. Additional 3 months if the Student has completed ICITSS within first 8 months of registration for Intermediate Course.</li> <li>c. Additional 3 months if the Student has passed any one Group in Intermediate Examination within 12 months of registration for Intermediate Course.</li> </ul>

### 3) Economically Needy Students Scholarship for Foundation Course Students

<b>Amount</b>	Rs. 1500 per month
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>a. Students who are registered for Foundation Course</li> <li>b. Income of Parents should not exceed Rs. 5,00,000 per annum</li> </ul>
<b>Period of Scholarship</b>	4 months commencing from the following month of registration for Foundation Course

\*An announcement regarding the implementation of the revised scheme on the Self-Service Portal will be published shortly.

Students can apply online anytime for the Scholarship by login at Self Service Portal (SSP) at <https://eservices.icai.org>  
In case of any clarification, please contact at Ph: 0120-3045914; Email : [bosscholarship@icai.in](mailto:bosscholarship@icai.in); Website: [www.icai.org](http://www.icai.org)



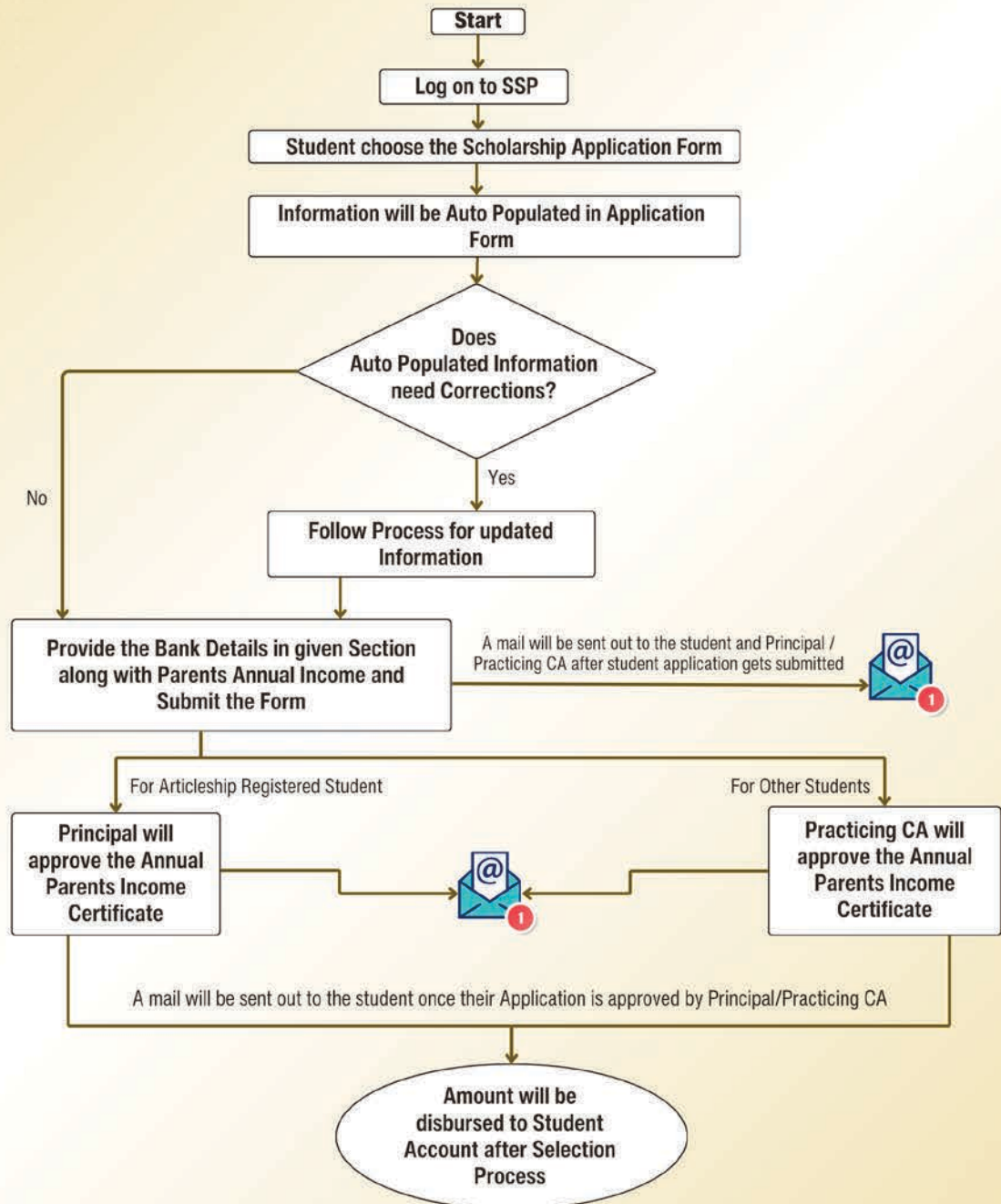
# The Institute of Chartered Accountants of India

(Set up by an Act of Parliament)



BOARD OF STUDIES - OPERATIONS

## MERIT AWARD & STUDENTS SCHOLARSHIP SCHEME PROCESS



**Note:**

1. Final Students undergoing Articleship shall obtain Income Certificate and recommendation from the Principal under whom he/she is undergoing Articleship.
2. Intermediate / Foundation students shall obtain Income Certificate and recommendation from Practicing Chartered Accountant.



The Institute of Chartered Accountants of India

(Set up by an Act of Parliament)



Organised by:

Board of Studies - Operations

**RUN @100**  
Reskill-Upskill-New Skill

SERIES - RUN@100

NOVEMBER 2025

Every TUE & FRI - 4 PM - 5 PM

- 01** Smile Through It:  
Finding Joy in the CA Grind **04-11-2025 | Tue**
- 02** Mental Fitness Matters:  
Simple Habits for a Strong Mind **07-11-2025 | Fri**
- 03** No More Burnout:  
How to Stay Fresh During Long Study Hours **11-11-2025 | Tue**
- 04** Say It Like You Mean It:  
Confident Public Speaking Made Simple **14-11-2025 | Fri**
- 05** Rise Above:  
How to Stay Inspired When Motivation Drops **18-11-2025 | Tue**
- 06** Your Voice, Your Power:  
Assertive Communication for CA Students **21-11-2025 | Fri**
- 07** Get Gritty:  
How to Build Persistence That Doesn't Quit **25-11-2025 | Tue**
- 08** Clarity Over Chaos:  
Making Smarter Decisions Under Pressure **28-11-2025 | Fri**

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# THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA

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## Board of Studies - Operations

### Opportunity for AI Hackathon

CA Students who participate in the AURA workshop shall be eligible for joining the upcoming **AI Hackathon**. This is your gateway to innovation, collaboration, and hands-on experience in the world of artificial intelligence.

# AURA

ARTIFICIAL INTELLIGENCE UNDERSTANDING  
FOR RISING ACHIEVERS



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Vice-President, ICAI

CA. (Dr.) Rohit Ruwalia  
Chairman, BOS Operations

CA. Sanjib Sanghi  
Vice Chairman, BOS Operations

## 2 DAYS AI WORKSHOP FOR CA STUDENTS

### Key Outcomes

- Understand concepts of Artificial Intelligence and Automation relevant to Future Chartered Accountants
- Grasp ethical boundaries & professional responsibility with AI
- Learn to conduct a Smart Financial Review end-to-end

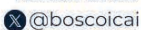
## REGISTER NOW

Visit link  
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### Session Title Day 1: Foundation & Application

Introduction to AI

AI in Finance & Accounting

AI in Auditing & Taxation

Ethical Use of AI

Assessment

History & Evolution

Concepts – Machine Learning, MLP, Deep Learning  
Prompt Drafting/ Crafting  
How to use CA GPT

Drafting Financial Statements and Other Financial Reports  
Case Study on Accounting & Expense Mapping  
Personal Finance and Wealth Management powered by AI

AI Use Cases and Risk Analysis:  
Case Study 1: Income Tax | Case Study 2: GST

Foundation of Ethical AI  
Biasness and Hallucination in AI – How to Control  
Building an Ethical AI Culture

Day 1 MCQ Evaluation

### Session Title Day 2: Hands-on with Smart Financial Review

Productivity Enhancement Tool

Data Visualization & Reporting

AI in Presentation

To enhance Academics

Assessment

Vibe Coding

Google App Script  
Macros and VBA Script

Building AI Powered Visuals for Presentation  
AI task Automation

Design using AI | Presentation using AI

AI-based Study Planning | Mock Tests

Day 2 MCQ Assessment

Presentation – Project Submission and Use Case

For more details contact your nearest ICAI branch



# UPCOMING CA STUDENTS' CONFERENCES 2025-26

ORGANIZED BY  
Board of Studies- Operations, ICAI

## ALL INDIA EXCELLENCE CONFERENCE OF CA STUDENTS

Birla Auditorium, Jaipur | 4-5 Nov, 2025



**INTERNATIONAL CONFERENCE OF CA STUDENTS**  
Bharat Mandapam, Delhi | 22-23 Nov, 2025



### NATIONAL CONFERENCES

Ernakulam 1-2 Nov, 2025
Ludhiana 1-2 Nov, 2025
Pune 8-9 Nov, 2025
Thane 14-15 Nov, 2025
SIRC - Chennai 15-16 Nov, 2025
WIRC - Mumbai 5-6 Dec, 2025
Indore 6-7 Dec, 2025
Ghaziabad 6-7 Dec, 2025
Coimbatore 12-13 Dec, 2025
Bilaspur 7-8 Feb, 2026



### MEGA CONFERENCES

Ranchi 8-9 Nov, 2025
Kozhikode 15-16 Nov, 2025
Jalandhar 15-16 Nov, 2025
Prayagraj 15-16 Nov, 2025
Faridabad 15-16 Nov, 2025
Rajkot 16-17 Dec, 2025



### BRANCH LEVEL CONFERENCE

Akola 6-7 Dec, 2025
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**Board of Studies [Academic]**  
*is organising*

**FORTNIGHT PROGRAMME**  
**UNLOCK SUCCESS**  
**THROUGH CLARITY, STRATEGY**  
**& CONFIDENCE**

**11<sup>TH</sup> NOVEMBER 2025 ONWARDS**

**2hr Online Sessions**

**Intermediate & Final Level Students**

Gear up for your **January 2026 Examinations** with focused online sessions by subject experts!

**Schedule - 3.00 PM onwards**

Intermediate	
Paper	Date
<b>Paper-1:</b> Advanced Accounting	12 <sup>th</sup> November 2025
<b>Paper-2:</b> Corporate and Other Laws	14 <sup>th</sup> November 2025
<b>Paper-3A:</b> Income-tax Law	16 <sup>th</sup> November 2025
<b>Paper-3B:</b> Goods and Services Tax	18 <sup>th</sup> November 2025
<b>Paper-4:</b> Cost and Management Accounting	20 <sup>th</sup> November 2025
<b>Paper-5:</b> Auditing and Ethics	22 <sup>nd</sup> November 2025
<b>Paper-6A:</b> Financial Management	23 <sup>rd</sup> November 2025
<b>Paper-6B:</b> Strategic Management	24 <sup>th</sup> November 2025

**JOIN TO:**

- Build Strong Conceptual Foundation
- Sharpen Your Exam Strategy
- Study Smart, Plan Precisely
- Clear Subject-wise Doubts
- Master Exam-writing Techniques

Final	
Paper	Date
<b>Paper-1:</b> Financial Reporting	11 <sup>th</sup> November 2025
<b>Paper-2:</b> Advanced Financial Management	13 <sup>th</sup> November 2025
<b>Paper-3:</b> Advanced Auditing, Assurance and Professional Ethics	15 <sup>th</sup> November 2025
<b>Paper-4:</b> Direct Tax Laws & International Taxation	17 <sup>th</sup> November 2025
<b>Paper-5:</b> Indirect Tax Laws	19 <sup>th</sup> November 2025
<b>Paper-6:</b> Integrated Business Solutions (Multidisciplinary Case Study with Strategic Management)	21 <sup>st</sup> November 2025

**For Intermediate**



**For Final**



Register & Join with the given link

**JOIN . LEARN . EXCEL .**

## CROSSWORD - NOVEMBER 2025

1	2		3	4	5	6			7	8	9
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### ACROSS

- A distribution of profits by a corporation to its shareholders.
- A job that is temporary, does not offer many hours, or may end at any time.
- An investment fund that pools money from many investors to purchase securities.
- Used to determine vegetation water content.
- A statutory accounting requirement that applies to fixed-income investments and some derivative investments.
- To take the chance of something unpleasant happening.
- The practice of integrating source code changes frequently and ensuring that the integrated codebase is in a workable state.
- \_\_\_\_\_ accepted worldwide as the standard of professional excellence in the anti-fraud profession.
- Electronic circuits that process analog signals.
- To add money to a bank account.
- To get something by paying money for it.
- The amount of total spending on domestic goods and services in an economy.
- A self-service device for transactions.
- To be very angry about something.
- A business that operates in more than one country.
- A Scheduled Commercial Bank under the ownership of Life Insurance Corporation of India and Government of India.
- The right to have something.
- The payment made by an employer to an employee for work done in a specific period of time.
- \_\_\_\_\_ plays a key role in the procurement, storage, distribution, and price stabilization of food grains in India.
- Abbre : Other Government Agency.
- A unit of length in the International System of Units.
- An entrance examination conducted in India for admission to technical postgraduate programs.
- A mandatory financial charge levied by a government on individuals or entities to fund public expenditures.

- \_\_\_\_\_ conducts fiduciary assessments and evaluations of funded projects.
- To identify compliance related risks and issues within a financial services entity.
- The movement from past to present to future.
- Addresses issues related to digital accounting and assurance practices.

### DOWN

- A private mode of communication between social media users.
- A set of accounting standards that govern how particular types of transactions and events should be reported in financial statements.
- A contract providing financial protection from loss for a fee.
- A state political party in the Indian states of Tamil Nadu.
- A law enforcement and economic intelligence agency.
- A premier science and technology organisation of the Government of India.
- An Indian public sector reinsurance company.
- To promote international monetary co-operation and exchange rate stability.
- A standardized test that is part of the admissions process for many graduate schools.
- A network of autonomous public engineering and technology institutions in India.
- The tender of money by one party to another with an agreement to pay it back.
- \_\_\_\_\_ involves creating a single master record for each person, place, or thing in a business, from across internal and external data.
- A volatile, colorless gas used in medicine and industry.
- To plan carefully how much money to spend on something.
- Abbre : Ultra Mobile Broadband.

- The amount that is produced.
- An organization that facilitates financial and monetary transactions.
- A statutory body under the Right to Information Act, 2005.
- The supreme audit institution of India.
- A term with a broad definition used to describe many different methods in financial modeling that are more complex.
- An international financial institution which offers political risk insurance and credit enhancement.
- The leading global platform dedicated to celebrating and advancing the Chartered Accountancy profession.
- A legal agreement between many countries, whose overall purpose was to promote international trade.
- An official Act that consolidates and amends laws regulating foreign exchange in India.
- A Czech start-up that develops electric dirt bikes.
- The voluntary transfer of resources from one country to another.
- The capability of computational systems to perform tasks typically associated with human intelligence.
- Abbre : Intelligence Bureau.

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