Monthly Journal Regd. APENG/2012/49672
Volume No. 14 | Issue No. 1
Posting under Registration No. HD/1181/2025-27

Date of Publication
01-07-2026

Date of Posting
02-07-2026

₹1

HYDERABAD CIRCUIT

JULY 2026

A News Magazine from the Hyderabad Chapter of

The Institute of Cost Accountants of India

hyderabad@icmai.in | 040-27635937, 27607893

Meeting with Shri D.K. Srinivas, Member (Technical), GSTAT (Goods & Service Tax Appellate Tribunal), Member-Technical GSTAT-Telangana, Retd. IRS (Customs & Central Excise)

Shri Jannu Laxminarayana Garu was invited to grace the GST Day Celebrations as the Chief Guest to deliver his lecture on Interplay between RERA, GST and Project Cost in real estate Sector.

MD IPA-ICMAI felicitating the newly elected Chairman during the Managing Committee Meeting, extending their best wishes and support for a successful and progressive tenure.

Behind every successful business decision, there is always a **CMA**

The Chairman Writes to you

Dear Professional Colleagues,

Greetings!

I sincerely thank all the members for electing me as the Chairman of this prestigious Chapter. I am deeply honored by the trust and confidence reposed in me. I also express my gratitude to all the Managing Committee Members for their support and commitment.

The month of June was marked by a series of enriching professional programs aimed at enhancing the knowledge and capabilities of our members. On 7th June 2026, in association with SIRC of ICMAI, we organized a program on "Case Studies in Management Consultancy & Empowering CMAs to Bridge the Gap between Industry and Banking", delivered by CMA Dr. V. Gopalan, Visiting Faculty at ISB Executive Education, IIM Kozhikode and IIT Madras, and CMA Harini, Chief Manager of a leading private sector bank.

The program provided valuable insights into emerging opportunities in consultancy and the evolving role of CMAs in strengthening industry–banking relationships. On 9th June 2026, in collaboration with the Indian Association for Gold Excellence and Standards (IAGES), Major Aparajita Bhattacharya, Vice President – Accreditation, IAGES, addressed members on "Emerging Opportunities for Cost and Management Accountants under the ICMAI–IAGES Collaboration," highlighting new avenues for professional growth and specialization.

Further, on 25th June 2026, in association with FTCCI, we conducted an GSTAT OUTREACH PROGRAM. The Program was addressed online by Hon'ble Justice Shri. Sanjay Kumar Mishra, President GSTAT giving welcoming address to 150 attendees of the program. The program was presided by dignitariesHon'ble Justice Sri Sushil Kumar Sharma, Judicial Member & Vice President, GSTAT Telangana, Hon'ble Sri A.P. Ravi, Judicial Member, GSTAT Telangana, and Hon'ble Sri D.K. Srinivas, Member - Technical, GSTAT Telangana, who shared valuable insights on the GST appellate framework and recent developments. GSTAT team headed by Sr. Registry and Deputy Registrar along with their team had presented step by step procedure of appeal filing to ensure error free filing. Further the program was attended by Shri.Vivek S Chandel, Project Consultant, GSTAT-NICduring Q & A session to address the concerns of attendees relating to Technical bottlenecks being faced while filing the Appeals.

I place on record my sincere appreciation to all the distinguished speakers, guests, partner organizations, and participants whose support contributed to the success of these programs. To ensure the smooth and effective functioning of the Chapter and to encourage greater member participation, various sub-committees have been constituted covering key areas of professional development, industry interaction, student activities, member services, and outreach initiatives.

I extend my best wishes to all the newly nominated sub-committee members and am confident that their contributions will further strengthen the Chapter's activities. Details of the sub-committees are provided in the following pages.

As we move forward, our focus will be on organizing high-quality technical programs, enhancing member engagement, strengthening industry-academia-profession interaction, and creating opportunities that add value to the professional growth of our members and students.

I invite all members to actively participate in Chapter activities and contribute their ideas and expertise. Your suggestions, feedback, and support are always welcome as we collectively work towards making our Chapter more vibrant, relevant, and professionally rewarding.

With warm regards,

CMA D. Venkata Ram Babu

Chairman

CMA Dr. Lavanya Kanduri

Dear Esteemed Members,

Greetings!

It gives me immense pleasure to once again assume the responsibility of Chairperson of the Circuit Sub-Committee. Addressing our esteemed members through this editorial is both an honour and a privilege.

I am grateful for the trust reposed in me and look forward to contributing towards the continued growth and professional enrichment of our fraternity.

This month's issue brings together a collection of insightful and thought-provoking articles that reflect the evolving landscape of the profession and the opportunities emerging in a technology-driven world. The featured articles include:

"Employment Opportunities for CMA Professionals in Corporate Sector – In an Emerging AI World" by CMA Md. Riazuddin

"Beyond Reporting: Leveraging AI for Smarter MIS in Power Generation Utilities – Part 1: AI in Fuel Management & Coal MIS – From Coal Quality Monitoring to Predictive Fuel Planning" by CMA Ramesh Bingi

"The Cost of a Bad Decision: The One Expense Missing from Every Financial Statement" by CMA Kirti Gupta

I extend my sincere gratitude to all the authors for sharing their knowledge, expertise, and valuable perspectives with our readers.

I also take this opportunity to invite members to contribute articles on professional, technical, management, taxation, finance, sustainability, AI, and other emerging topics of interest. Your contributions enrich our publication and foster knowledge sharing within the CMA community. Articles may be sent to hyderabad@icmai.in. We also welcome your suggestions and feedback for further improving the magazine.

This issue is dedicated to the memory and inspiration of our great national heroes associated with the month of July. We pay tribute to Lokmanya Bal Gangadhar Tilak (23 July 1856), a towering leader of India's freedom movement and a champion of self-rule, and Chandrashekhar Azad (23 July 1906), the fearless revolutionary whose courage and sacrifice continue to inspire generations.

I hope you find this edition informative, engaging, and enriching.

Happy Reading!

With warm regards,

CMA **Dr. Lavanya Kanduri**
Chairperson, Circuit Sub-Committee
ICMAI Hyderabad Chapter

ACTIVITY SCORE BOARD

CPE Programmes (2026-27)	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	Year-to-date
No. of Programs	2	3	4	0	0	0	0	0	0	0	0	0	9
CPE Hours	4	14	19	0	0	0	0	0	0	0	0	0	37

Performance Track

PRACTITIONER'S PROFESSIONAL DEVELOPMENT PROGRAMS

07.06.2026 - Case Studies in Management Consultancy & Empowering CMAs to Bridge the Gap between Industry and Banking The Hyderabad Chapter, in association with SIRC of ICMAI, organized a Practitioners Forum Program on "Case Studies in Management Consultancy & Empowering CMAs to Bridge the Gap between Industry and Banking" on 07.06.2026 at Hotel Abode, Hyderabad. The Program featured insightful sessions by CMA Dr. V. Gopalan, Visiting Faculty at ISB Exe Edu, IIM Kozhikode, and IIT Madras, and CMA Harini, Chief Manager of a leading private sector bank. The speakers shared practical case studies and industry perspectives, highlighting the growing role of CMAs in management consultancy and strengthening industry-banking linkages, thereby enhancing the professional capabilities of members.

09.06.2026 -Emerging Opportunities for Cost and Management Accountants under the ICMAI–IAGES Collaboration

The Hyderabad Chapter organized a Practitioners Forum Program on "Emerging Opportunities for Cost and Management Accountants under the ICMAI–IAGES Collaboration" on 09.06.2026 at CMA Bhavan, Himayat Nagar, Hyderabad. The session was addressed by Major Aparajita Bhattacharya, Vice President – Accreditation, IAGES, who elaborated on emerging professional opportunities arising from the collaboration between ICMAI and IAGES. The Program provided valuable insights into accreditation frameworks, skill enhancement avenues, and new career prospects for Cost and Management Accountants, enabling members to explore emerging areas of professional growth.

25.06.2026 – GSTAT– OUTREACH PROGRAM

The Hyderabad Chapter, in association with FTCCI, organized the GSTAT Appeals – Outreach Program on 25.06.2026 at FTCCI, Hyderabad. The Program featured eminent speakers, namely Hon'ble Justice Shri. Sanjay Kumar Mishra, President GSTAT, Hon'ble Justice Sri Sushil Kumar Sharma, Judicial Member & Vice President, GSTAT Hyderabad, Hon'ble Sri AP Ravi, Judicial Member, GSTAT Hyderabad, Hon'ble Sri D.K. Srinivas, Technical Member, GSTAT Hyderabad, Shri. Vivek S Chandel Project Consultant GSTAT-NIC. The Program provided valuable insights into the GST Appellate Tribunal framework, appeal procedures, and recent developments in GST litigation, enabling members and professionals to enhance their understanding of GST dispute resolution mechanisms and compliance requirements.

COURTESY VISITS

18.06.2026 - Meeting with Shri D.K. Srinivas, Member (Technical), GSTAT (Goods & Service Tax Appellate Tribunal), Member-Technical GSTAT-Telangana, Retd. IRS (Customs & Central Excise)

A delegation comprising CMA Dr. K.Ch.A.V.S.N. Murthy, Central Council Member, CMA D. Venkata Ram Babu, Chairman, Hyderabad Chapter, and CMA Kirti Gupta, Secretary, Hyderabad Chapter, met Shri D.K. Srinivas garu, at GST Bhawan, Basheerbagh, Hyderabad on 18.06.2026. During the meeting Shri D.K. Srinivas Garu was invited to grace the GST Day Celebrations as the Chief Guest. The interaction provided an opportunity to strengthen professional engagement and discuss matters of mutual interest relating to GST and the accounting profession.

22.06.2026 - Meeting with Shri Jannu Laxminarayana, Member RERA (Real estate Regulatory Authority), Telangana, former Special Commissioner of Telangana Commercial Taxes Department.

A delegation comprising of CMA D. Venkata Ram Babu, Chairman, Hyderabad Chapter, and CMA Khaja Jalaluddin Immediate Past chairman Hyderabad Chapter, met Shri Jannu Laxminarayana, Member, RERA Authority on **22.06.2026. Shri Jannu Laxminarayana Garu was invited to grace the GST Day Celebrations as the Chief Guest to deliver his lecture on Interplay between RERA, GST and Project Cost in real estate Sector.** The interaction provided an opportunity to strengthen professional engagement and discuss matters of mutual interest relating to GST and the accounting profession.

CAREER COUNSELLING PROGRAMS

19.06.2026 - Career Counselling Program at Deeksha Junior College, Kompally, The Hyderabad Chapter organized a Career Counselling Program on 19.06.2026 at Deeksha Junior College, Kompally, Hyderabad. The Program was addressed by CMA D. Venkata Ram Babu, Chairman, Hyderabad Chapter and CMA Khaja Jalal Uddin, Immediate Past Chairman. The speakers highlighted the scope and benefits of pursuing the CMA course, professional opportunities available to CMAs, and the pathways for career growth in finance, costing, and management. The Program helped students gain a better understanding of the profession and generated interest in the CMA course. 19.06.2026 - Career Counselling Program at Deeksha Junior College, ECIL

The Hyderabad Chapter conducted a Career Counselling Program on 19.06.2026 at Deeksha Junior College, ECIL, Hyderabad. The session was led by CMA D. Venkata Ram Babu, Chairman, Hyderabad Chapter, and CMA Khaja Jalal Uddin, Immediate Past Chairperson and CMA Usha Rani Management Committee Member. The Program aimed at creating awareness among students about the CMA course, career opportunities in Cost and Management Accounting, and the role of CMAs in the corporate and business environment. The session received an encouraging response from students and faculty members.

OTHERS

13.06.2026 - Training Program for Finance Executives on "Best Practices and Implementation of Artificial Intelligence in Finance & Cost Management' On 13.06.2026, BHEL, Ramachandrapuram organized a Training Program for Finance Executives on "Best Practices and Implementation of Artificial Intelligence in Finance & Cost Management," with distinguished guests from The Institute of Cost Accountants of India. The Program facilitated discussions on finance-related challenges, best practices, process improvements, and collaboration among PSUs, while providing insights into the application of AI, automation, and data analytics for improved decision-making, productivity, and cost optimization. The Program successfully achieved its intended objectives and was well received by the participants. 13.06.2026 - Managing Committee Meeting with Former Chairpersons

On 13 June 2026, the Hyderabad Chapter organized a Managing Committee Meeting with Former Chairpersons to review the Chapter's performance and discuss future initiatives. The interaction provided valuable insights, guidance, and strategic suggestions from past leaders, reinforcing the Chapter's commitment to professional excellence and continuous growth.

18.06.2026 - Meeting with CMA Supporting Centres

In accordance with the National Accreditation Policy initiatives of Headquarters, a meeting with the CMA Supporting Centres was held on 18.06.2026 at CMA Bhavan, Himayatnagar, Hyderabad, under the leadership of CMA D. Venkata Ram Babu, Chairman, Hyderabad Chapter.

The meeting was attended by the coordinators of the Supporting Centers and focused on admission-related activities, strategies for enhancing student enrolments, and strengthening outreach initiatives. The participants exchanged ideas and discussed measures to improve awareness and support for prospective CMA students.

19.06.2026 - Meeting of Awards Committee of IPA educational Society

A meeting was conducted by IPA educational Society in regard to brief backdrop and acknowledged the contributions of Prof. Sulochana of Osmania University and Sri Srinivasa Rao of Hyderabad Management Association in bringing a shape to the IPA Sanman events that had its editions since 2005. Shri. D. B. Prakash, Secretary of IPA Educational Society also briefed the members about the few celebrities who have received this prestigious award and concluded that the awards were given last time in 2020. The Chairman had listed and acknowledge the support and guidance of the institutions that are participating in this award event as "Hyderabad Chapter- ICAI, ICMAI-Hyderabad Chapter; ICSI-Hyderabad Chapter, Hyderabad Management Association (HMA), Twin Cities Tax Practitioners Association, AP Tax Bar Association, AP Sales Tax Bar Association, AP Tax Consultants Association, Osmania University, Department of Commerce and Dr. BR Ambedkar Open University".

20 & 21.06.2026 - Certificate Training Program for Professionals under the IBC Ecosystem

On 20–21.06.2026, a Certificate Training Program for Professionals under the IBC Ecosystem was conducted in association with the Insolvency Professional Agency of The Institute of Cost Accountants of India, IF Foundation, and IIFPA at CMA Bhavan, Himayat Nagar, Hyderabad. The Program provided participants with practical insights into the insolvency and bankruptcy framework, regulatory developments, and professional practices under the IBC ecosystem through expert sessions by industry practitioners and subject experts.

HYDERABAD
CIRCUIT
JULY 2026

The Institute of
Cost Accountants of India
hyderabad@icmai.in

Beyond Reporting: Leveraging AI for Smarter MIS in Power Generation Utilities

CMA Ramesh Bingi
Junior Accounts
Officer O/o FA&CCA(Accounts)
&CFO, Telangana Power Generation
Corporation Limited

Part – 1: AI in Fuel Management & Coal MIS – From Coal Quality Monitoring to Predictive Fuel Planning

ABSTRACT

Fuel cost constitutes the single largest variable expenditure in thermal power generation, making effective fuel management central to operational sustainability and regulatory compliance. Traditional Management Information Systems (MIS) in power utilities have largely remained retrospective, capturing coal receipts, consumption, and stock positions after the fact. This article explores how Artificial Intelligence (AI) can transform Coal MIS from a historical reporting tool into a predictive decision-support framework. Drawing on power-sector operational experience, it examines AI-enabled applications in coal grade forecasting, grade slippage detection, blending optimisation, specific coal consumption management, and regulatory performance monitoring. The article also discusses the financial significance of coal grading and GCV variations, Fuel Supply Agreement dynamics, captive mine economics, and the evolving strategic role of Cost and Management Accountants (CMAs) in data-driven utility management.

Introduction

In thermal power generation, fuel cost is not merely one component of expenditure—it is the single largest variable cost driver, materially influencing generation economics, tariff realisation, and the long-term financial sustainability of generating utilities. Effective fuel management, therefore, extends well beyond procurement and consumption monitoring; it demands continuous visibility over coal quality, calorific value, logistics, inventory, and regulatory implications.

Traditionally, Management Information Systems (MIS) in power utilities have focused on reporting historical data—coal receipts, consumption, stock positions, fuel cost, Gross Calorific Value (GCV), and source-wise performance. While such reports provide useful retrospective visibility, management today requires answers to more forward-looking questions: What quality of coal is likely to be received in coming months? Which sources are likely to exhibit grade slippage? How will coal quality affect boiler efficiency and specific coal consumption? What blending strategy should be adopted to optimise generation cost?

Artificial Intelligence (AI) has the potential to transform Coal MIS from a historical reporting framework into an intelligent decision-support system capable of providing predictive insights and enabling proactive management.

Coal Grades and GCV: The Financial Foundation of Fuel MIS

Under the prevailing coal grading system, coal for thermal power generation is classified based on Gross Calorific Value (GCV). Generating stations typically operate with coal grades ranging from G9 to G14, depending on plant design and boiler configuration. For reference, the GCV ranges associated with these grades are as follows:

Table 1: Coal Grade Classification by GCV

Coal Grade	GCV Range (kcal/kg)
G9	Exceeding 4,600 and up to 4,900
G10	Exceeding 4,300 and up to 4,600
G11	Exceeding 4,000 and up to 4,300
G12	Exceeding 3,700 and up to 4,000
G13	Exceeding 3,400 and up to 3,700
G14	Exceeding 3,100 and up to 3,400

technical matter, from a generation economics perspective, even a modest GCV variation can significantly influence Specific Coal Consumption (SCC), Gross Station Heat Rate (GSHR), auxiliary consumption, boiler efficiency, Energy Charge Rate, and overall cost of generation. Coal quality management, therefore, is as important as coal procurement strategy itself.

Grade Slippage and Debit Notes: Where Traditional MIS Falls Short

Most thermal generating companies procure coal under long-term Fuel Supply Agreements (FSAs), wherein coal is supplied against specified grades and committed annual quantities. In practice, however, the contracted grade and the ultimately analysed grade may not always be identical.

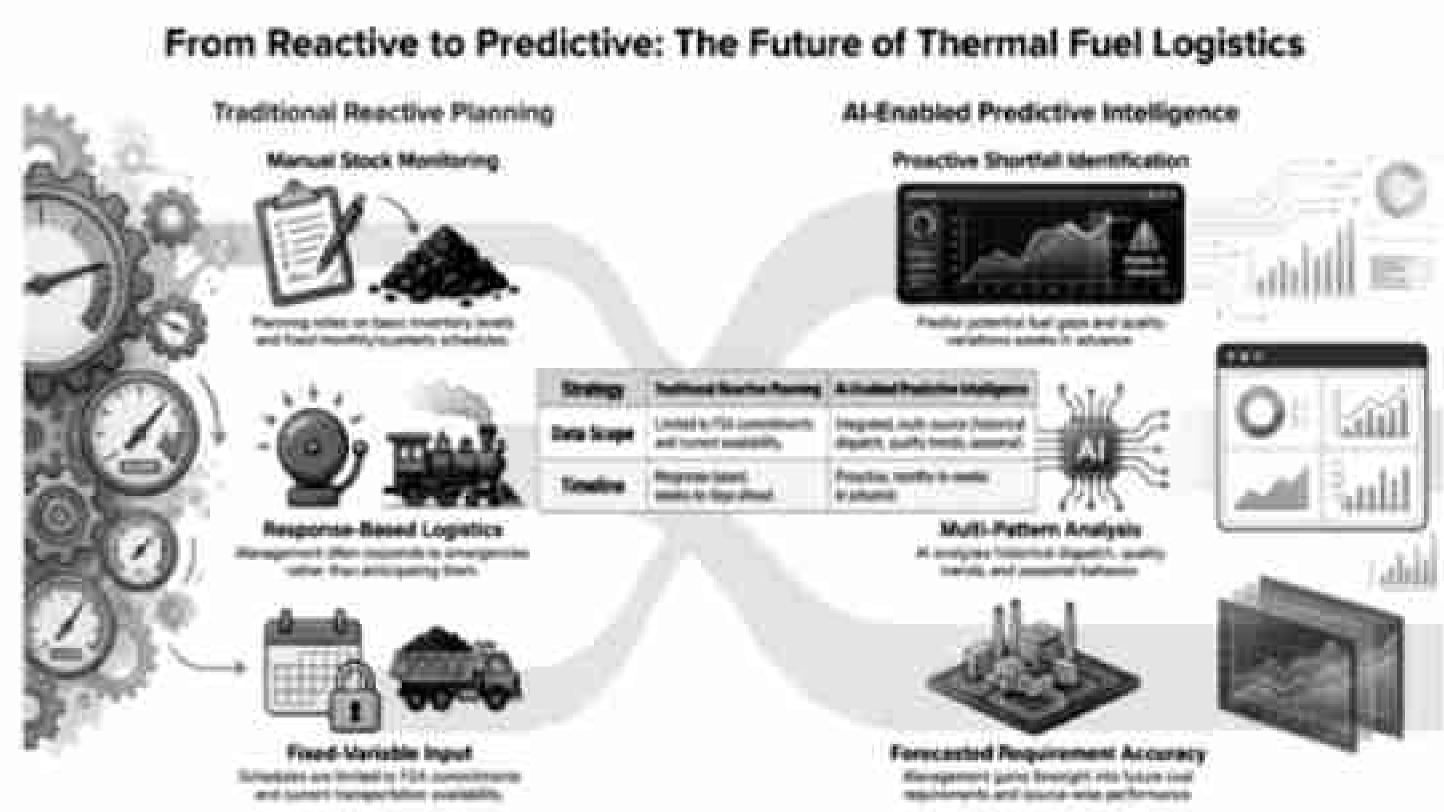
Following joint sampling/Third Party Sampling by accredited third-party agencies, and wherever applicable referee analysis, coal consignments may be subjected to grade upgradation or downgrading. Such variations directly impact fuel economics and are settled through debit notes or credit notes between the supplier and the generating company. The critical limitation of traditional MIS is that these adjustments become visible only after sampling, analysis, reconciliation, and settlement have been completed—by which time the coal may already have been consumed and generation completed.

AI offers a meaningful improvement over this retrospective approach. By analysing historical data relating to contracted grade, actual analysed grade, source-wise quality variations, seasonal quality trends, mine-wise performance, and historical GCV patterns, AI can identify recurring quality patterns and forecast probable future grade variations. For instance, if a particular source has historically demonstrated grade slippage during certain months, AI-based systems can generate advance alerts, enabling proactive fuel planning and procurement decisions before the impact materialises.

Stock Monitoring

Fuel planning in thermal power stations encompasses considerably more than monitoring stock levels. Generating companies typically prepare monthly and quarterly fuel schedules based on generation requirements, available inventory, FSA commitments, source-wise supply plans, transportation availability, and regulatory performance obligations.

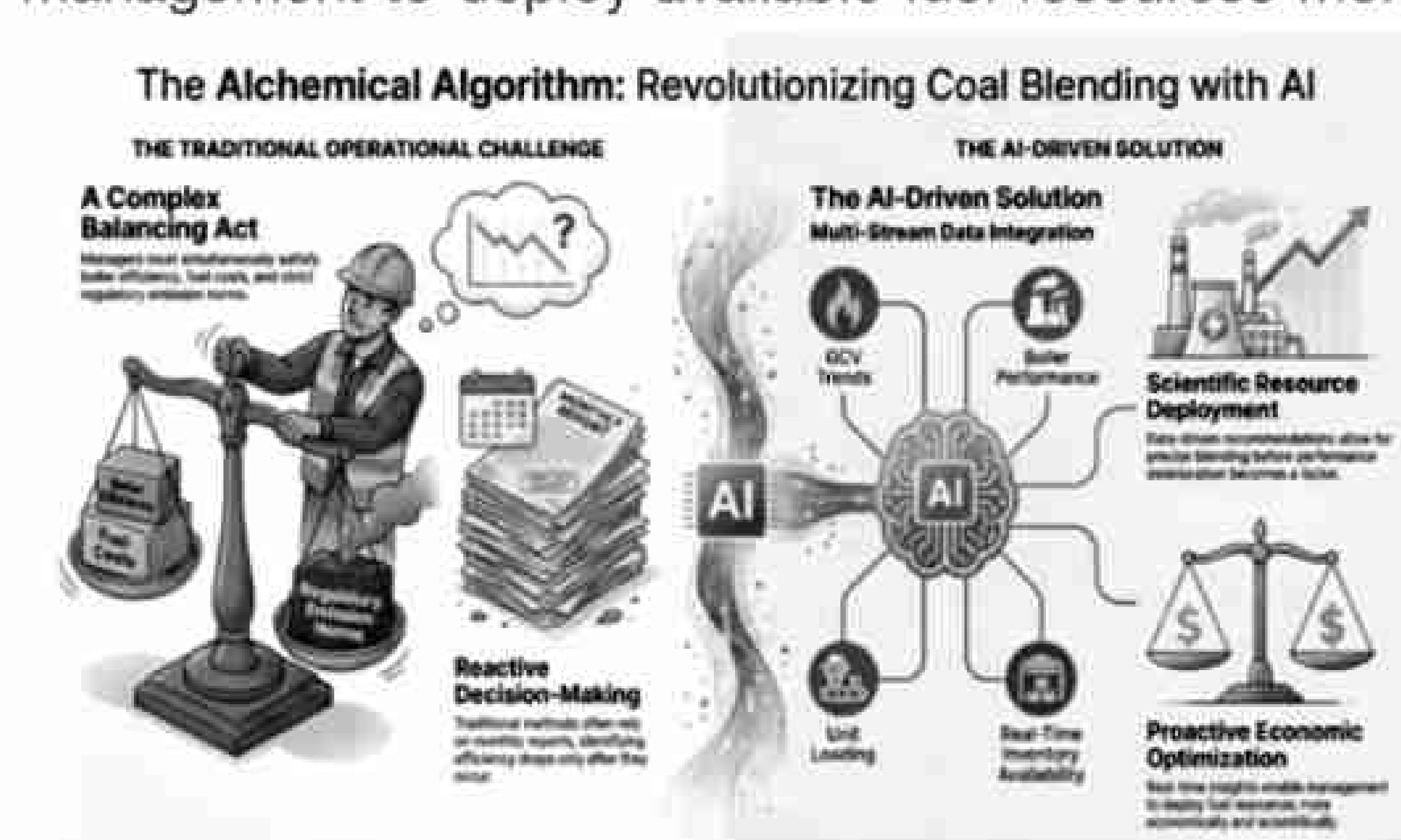
AI-enabled MIS can analyse historical dispatch patterns, quality trends, consumption behaviour, and seasonal factors to forecast future coal requirements, potential supply gaps, expected quality variations, and source-wise performance trends. Such predictive intelligence enables management to transition from reactive planning to proactive fuel management—identifying potential shortfalls weeks in advance rather than responding to emergencies.



AI-Driven Blending Optimisation: From Experience to Intelligence

Many thermal stations receive coal from multiple sources and grades. The operational challenge is not merely to consume available coal, but to determine the optimal blending strategy that simultaneously satisfies boiler efficiency requirements, heat rate performance targets, fuel cost objectives, emission norms, and regulatory compliance obligations.

Traditionally, blending decisions have been based largely on operational experience and established practices. AI can substantially improve this process by analysing historical GCV trends, coal quality variations, boiler performance data, unit loading patterns, station heat rate performance, and real-time inventory availability. The output is a data-driven recommendation for optimal blending combinations—allowing management to deploy available fuel resources more



scientifically and economically, rather than waiting for efficiency deterioration to become apparent in monthly performance reports.

Coal Quality, Heat Rate, and Tariff Recovery: The MIS Linkage

In regulated power markets, fuel management carries implications extending well beyond operational efficiency. Tariff determination frameworks generally link Energy Charges to key operational and fuel-related parameters, including coal cost, oil cost, GCV, auxiliary consumption, gross station heat rate, and secondary fuel consumption. Coal quality variations thus influence not only operational performance but also tariff recovery.

Regulatory commissions typically prescribe normative operating parameters and specific coal consumption benchmarks for individual generating stations. Any sustained deterioration in fuel quality can ultimately undermine the station's ability to operate within approved norms, exposing it to regulatory scrutiny and potential financial risk.

AI-powered MIS can continuously monitor relationships between coal quality, heat rate performance, specific coal consumption, auxiliary consumption, and energy charge realisation—and identify emerging risks before they materially affect either operational performance or financial outcomes. This capability transforms MIS from a periodic reporting tool into a live strategic management instrument.

Captive Mine Economics: What MIS Must Monitor and Report

An increasingly significant dimension of power sector fuel strategy is the development of captive or integrated coal mines for exclusive use by generating companies. While captive sourcing enhances fuel security and reduces dependence on external suppliers, regulatory frameworks continue to emphasise consumer protection and cost competitiveness.

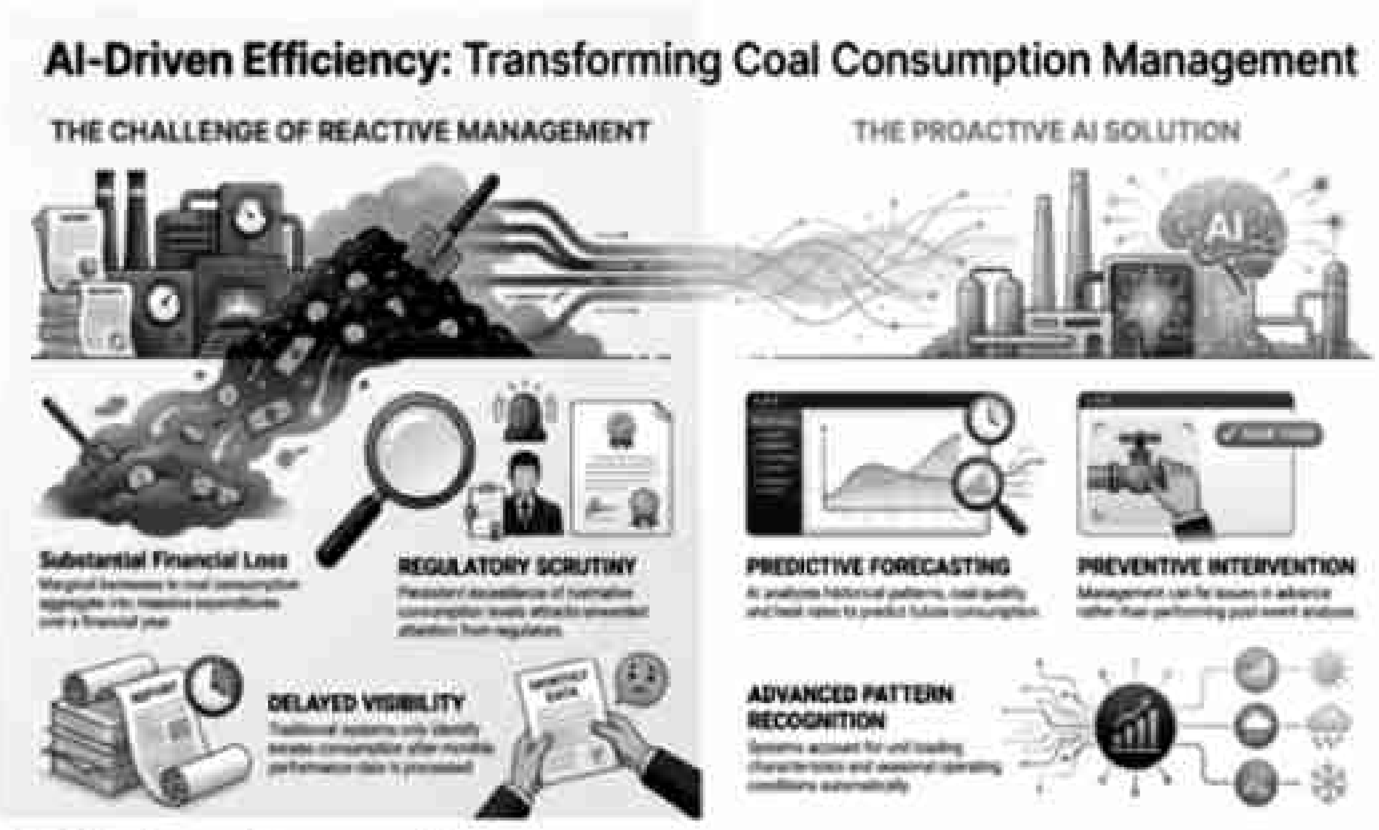
The economics of coal sourced from integrated mines cannot be evaluated solely on extraction costs. Generating companies must continuously assess mine development cost, production cost, transportation cost, coal quality, resultant Energy Charge Rate, and comparative market benchmarks. Tariff regulations generally contain safeguards to ensure that energy charges based on captive mine coal remain reasonable relative to benchmark prices for corresponding grades.

AI-enabled MIS can continuously compare integrated mine coal costs against benchmark supplier prices, transportation economics, calorific value variations, and resultant Energy Charge Rates—providing early warning signals when fuel economics approach regulatory thresholds. Such intelligence supports strategic planning, tariff filings, and long-term fuel sourcing decisions.

Specific Coal Consumption: From Retrospective Reporting to AI Forecasting

Specific Coal Consumption (SCC) remains among the most closely monitored parameters in thermal power generation. Even marginal increases in SCC can result in substantial additional expenditure aggregated over a full financial year, and persistent exceedance of normative SCC levels attracts regulatory attention.

Traditionally, excess consumption is identified only after it has occurred and is reflected in monthly performance data. AI presents a more proactive alternative: by analysing historical generation patterns, coal quality trends, heat rate performance, unit loading characteristics, and seasonal operating conditions, AI systems can forecast likely consumption behaviour and identify potential deviations in advance. Management can, therefore, focus on preventive intervention rather than post-event analysis and explanation.



MIS Transformation

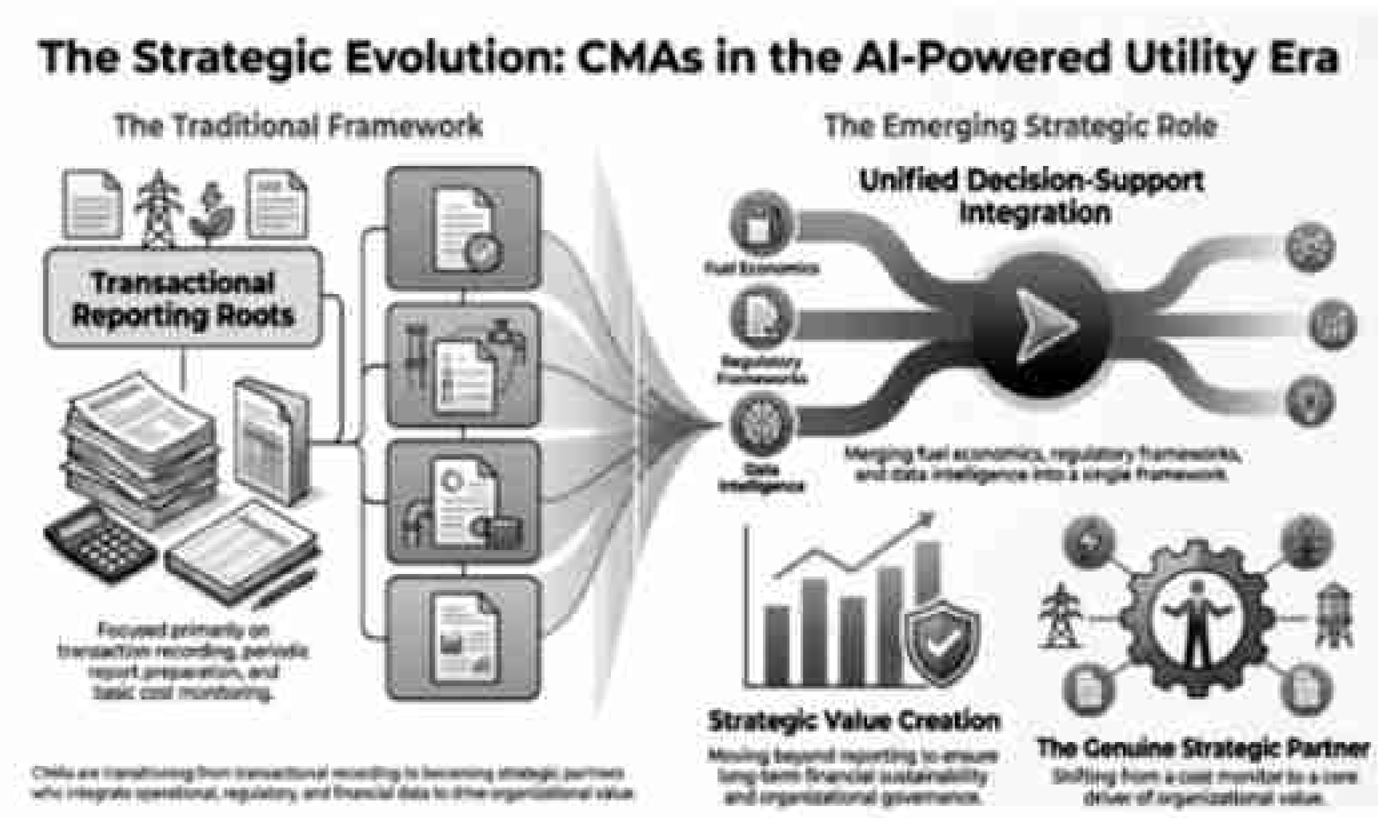
One of the persistent limitations of conventional MIS frameworks is that they generate large volumes of information without necessarily directing attention to the issues requiring immediate action. AI enables exception-based, intelligent reporting.

Instead of reviewing hundreds of data points across multiple reports, management can focus on what matters most: abnormal grade slippage, significant GCV deviations, potential fuel shortages, excess specific coal consumption, heat rate deterioration, supplier performance concerns, and emerging regulatory performance risks. This significantly improves decision-making efficiency and enables faster management responsiveness to developing situations.

The CMA as Strategic MIS Partner in an AI-Enabled Utility

The increasing adoption of AI in power utilities is not diminishing the relevance of CMAs; it is, in fact, expanding and elevating their strategic role. Traditionally, finance professionals focused on transaction recording, report preparation, and cost monitoring. The emerging environment demands considerably more.

Power utilities increasingly require professionals capable of integrating cost management, operational analytics, fuel economics, regulatory frameworks, and data intelligence into a unified decision-support framework. For CMAs, this represents a unique professional opportunity—to move beyond periodic reporting and become genuine strategic partners in organisational value creation, governance, and long-term financial sustainability.



Conclusion

Fuel management and Coal MIS represent one of the most promising and immediately applicable areas for AI adoption in thermal power generation. The real value of AI lies not in producing more reports, but in helping management understand how coal quality, fuel cost, regulatory norms, operational efficiency, and tariff realisation interact and influence one another in real time.

By transforming historical data into predictive intelligence, AI supports better fuel planning, optimised blending strategies, improved regulatory compliance, enhanced generation economics, and stronger financial sustainability. In the years ahead, the most successful power utilities will not necessarily be those possessing the largest volumes of data—they will be those capable of converting data into timely, informed, and intelligent decisions.

(Part – 2: AI in Transportation & Logistics MIS – From Rake Tracking to Predictive Supply Chain Management)

References

1.Telangana Electricity Regulatory Commission (TGERC). Multi-Year Tariff Regulations, 2023.

2.Telangana Electricity Regulatory Commission (TGERC). Tariff Orders of Generating

Companies

3.Coal India Coal Grade Specifications and Pricing Guidelines.

The Cost of a Bad Decision: The One Expense Missing from Every Financial Statement

Compiled by:
CMA Kirti Gupta

"Every balance sheet reports assets and liabilities. Every profit and loss statement reports income and expenses. But neither reports the most expensive cost a business incurs—the cost of making the wrong decision."

Introduction

Financial statements capture what has happened, but they rarely reveal the financial impact of poor business decisions. Wrong pricing, excess inventory, weak demand forecasting, delayed investments and poor product mix silently reduce profitability without appearing as a separate expense.

Why It Matters

The cost of a bad decision is often hidden across inventory carrying costs, rework, idle capacity, customer returns, lost opportunities and blocked working capital. Identifying these hidden costs is a strategic responsibility of a Cost and Management Accountant.

The CMA Advantage

A CMA transforms numbers into insights by analysing product profitability, customer profitability, cost drivers, capacity utilisation and operational KPIs. This helps management take informed decisions before financial damage occurs.

Illustration

Imagine a company producing 20% more inventory than market demand. The immediate result is not higher profit—it is higher storage costs, blocked cash, discounting, obsolescence and reduced return on capital employed. A timely profitability analysis by a CMA could have prevented this outcome.

Five Actions Every CMA Should Take

- Build product-wise profitability reports.
- Monitor inventory ageing monthly.
- Analyse customer profitability.
- Track operational KPIs alongside financial KPIs.
- Present recommendations, not just reports.

Conclusion

The future of the CMA profession lies in preventing losses before they occur. The organisations that succeed will not necessarily be those with the highest revenues, but those making the best decisions based on timely and reliable information.

"The true value of a CMA is not measured by the reports prepared, but by the costly decisions those reports help prevent."

Condolence

Kambhampati Sivaram

Raman Subbaiah

It is with profound sorrow that we inform our members of the passing of our esteemed senior members:

CMA K. Siva Ram, M. No.4854

CMA Raman Subbaiah M.No. 11882

Their contributions to the profession and their association with our institute will be remembered with respect and gratitude. We extend our heartfelt condolences to their bereaved families and pray that they find strength and comfort during this difficult time.

May their souls rest in peace.

Employment Opportunities for CMA Professionals In Corporate Sector - In An Emerging Ai World

Compiled by:
CMA Md. Riazuddin

This Article is expected to immensely benefit all our Cost & Management Accountants (CMAs) - Students, Professionals in Employment & Practice, as it relates to mastering the Finance & Accounts (F & A) function which includes Financial Accounting, Cost Accounting, Auditing, Direct & Indirect Taxes, MIS, etc. Cost & Management Accountants of late, are taking up the upper echelons in the business world as CFOs/CEOs in top organisations in India & Abroad. This Article focuses on the need to understand Employer expectations / parameters of the Corporate Sector in the emerging AI World so as to gain an in-depth understanding of the theoretical knowledge & practical experience expected from our CMA fraternity. Eventually, this would result in Individual & Organisational Goal Congruence.

Introduction

The Demand for Cost and Management Accountants (CMAs) in India is experiencing a major surge. Driven by economic growth, "Make in India" initiatives and tighter compliance rules, demand is expected to far outpace the supply of Qualified Professionals.

CMAs are highly sought after to Optimize Costs and drive Business Strategy.

CMAs contribute to:

1. Cost Control & Pricing
2. Budgeting and Forecasting
3. Performance Measurement
4. Strategic Planning
5. Risk Management
6. Business Analytics & Decision Support

Surging Demand

- **Rising Regulatory Needs:**
  Over 5,000 companies are mandated by the Government to conduct Cost Audits and this number is expected to exceed 8,500 by 2030, creating a significant talent shortfall.
- **Core Business Drivers:**
  Industries are facing pressure to maximize profitability. CMAs are valued for financial planning, risk management and data-driven cost analysis.
- **Sector-Specific Growth:** There is Strong Recruitment from Global Capability Centres (GCCs), IT/Analytics Firms, Manufacturing & Consulting Companies.

Salary and Compensation

CMA Professionals are among the most competitively compensated in the Indian Corporate Sector:

- Start-Level: Rs.5 Lakhs to Rs.8 Lakhs per annum
- Mid-Level (3-10 years): Rs.12 Lakhs to Rs.30 Lakhs per annum
- Senior-Level (More than 10 years): Rs.50 Lakhs to Rs.1 Crore+ per annum

Emerging Roles

According to LinkedIn market discussions, CMA Profile is evolving past traditional cost auditing. Modern roles requires a CMA to act as an FP & A Strategist, Digital Cost Controller and AI-enabled Financial Growth Partner.

To maximize employability, it is recommended to combine CMA Certification with Advanced Data & Tech skills like Excel, Power BI, and SQL.

To succeed as a CMA in India, Professionals need a blend of Financial Strategy, Cost Management and Data-driven Analytical abilities. These core competencies are highly valued across diverse industries and Global Capability Centers (GCCs) in cities like Hyderabad.

The essential skills required for an Indian CMA are both Subject Expertise and Soft Skills:

1. Technical & Core Competencies

- **Financial Planning & Analysis (FP & A):** Creating Accurate Budgets, Forecasting Revenues running Variance Analysis to Support Strategic Decision-making.
- **Cost Accounting & Control:** Identifying inefficiencies, Setting Standard Costs, & reducing Overheads to improve a Company's Bottom line.
- **Indian Taxation & Compliance:** Practical Working Knowledge of Local Regulatory Frameworks, including the Goods & Services Tax (GST) and Corporate Income Tax.
- **Risk Management:** Quantifying Financial Risks and designing Internal Controls to protect Business Assets and handle uncertainties.

2. Technology & Data Proficiency

- **Advanced Excel:** Mastery over Financial Modelling, Data Sorting & Macros is a Mandatory daily requirement.

- **ERP Systems:** Hands-on Experience with Enterprise Software such as SAP or Oracle or Tally is critical for managing Corporate Financial Data.
- **Data Analytics:** The ability to pull Business Intelligence Insights & Build Financial Dashboards to communicate data to Business Leaders.

3. Soft Skills & Business Leadership

- **Commercial Awareness:** Translating raw financial metrics into actionable business strategies.
- **Cross-Departmental Communication:** Translating complex Financial data for non-financial stakeholders and cross-functional teams.

  Understanding exactly where these skills map can help maximize salary potential in the Indian market.

Demand in the Gulf Region

Demand for Certified Management Accountants (CMAs) in the Gulf region (UAE, Saudi Arabia, Qatar, Kuwait, Bahrain, Oman) is surging. Driven by Corporate Tax Reforms, Economic Diversification & Expanding Multinational Operations, Companies highly value CMAs for their Strategic Cost Planning, Financial Oversight & VAT Compliance.

High Demand for CMAs

- **Tax & Compliance Era:** The introduction of Corporate Tax and VAT across the GCC (Gulf Cooperation Council) requires companies to restructure Internal Finance Operations and strictly Control Costs.
- **Global Recognition:** Employers (especially MNCs) prefer US CMA & Indian CMA for Financial Planning, Risk Management and Strategic Decision-making over strictly local accounting qualifications.
- **Diversification:** Energy, logistics, financial services and construction sectors are actively expanding, creating high demand for Cost & Management Accountants (CMAs).

Earning Potential

Compensation in the Gulf remains highly competitive due to booming business growth and tax-free salaries.

Experience Level	Typical Roles	Monthly Salary (AED)	Annual Package (Approx.)
Fresher (0-2 years)	Junior Accountant / Analyst	6,000 - 9,000	Rs.16 - 24 Lakhs
Mid-Level (3-6 years)	Management Accountant (FP&A)	12,000 - 20,000	Rs.32 - Rs.54 Lakhs
Senior Level (7-10+ years)	Finance Manager	25,000 - 45,000	Rs.65 Lakhs - Rs.1.2 Crores
Leadership	Group CFO	50,000+	Rs.1.3 Crores+

Professionals holding a CMA typically command a 15–20% salary premium over peers without the certification.

Average Salary Breakdown (UAE):

Skills required by CMAs for International Roles

Professional English Communication (Verbal & Written)

Advanced Excel

Power BI

SAP FICO/CO Basics

IFRS Awareness

Management Reporting

Employer Perception

Region	Typical Perception of CMA Type Qualification
India	Cost & Compliance Specialist with growing Strategic Role
UK	Strategic Finance Professional & Business Partner
USA	Corporate Finance & Performance Management Expert
Australia	Versatile Finance Professional with Analytics Orientation
Canada	Integrated Accounting Professional

Demand and Career Opportunities

In India

- Manufacturing Sector
- Infrastructure Sector
- Energy and utilities Sector
- Public sector enterprises
- Consulting Sector
- ERP and systems implementation
- Banking and Financial Services (Management Reporting)

Internationally

- FP & A (Financial Planning & Analysis)
- Business Partnering
- Corporate Strategy
- Performance Management
- Data Analytics
- Operational Finance
- Supply Chain Finance

  Global Employers increasingly value Analytical, Technological & Strategic Capabilities over routine Accounting work

Technology & Future Transformation

The CMA Profession worldwide is being reshaped by:

1. Automation and AI - Routine Costing & Reporting are becoming automated
2. Data Analytics - CMAs are expected to interpret data rather than merely prepare reports

3. ERP Systems - SAP, Oracle and Cloud Platforms require Finance Professionals with Systems knowledge
4. Sustainability Reporting
   ESG (Environmental, Social & Governance) Metrics, Carbon Accounting and Integrated Reporting are Emerging Areas
5. Strategic Finance
   Finance professionals are increasingly expected to act as Business Advisors.
   Indian CMAs are gradually aligning with these Global Trends through Curriculum Modernization and Continuing Professional Education

Strengths of Indian CMA

1. **Strong Grounding in Cost Accounting & Industrial Costing**
   Particularly valuable for Manufacturing, Infrastructure, Energy and Process Industries
2. **Statutory Recognition & Practice Rights**
   Cost Audit, Cost Records and related Certification work provide a legally recognized Professional domain
3. **Relatively affordable Professional Education**
   Compared with several international certifications, the Indian pathway is often more accessible
4. **Growing International Recognition**
   Mutual recognition arrangements and mobility pathways continue to improve Global Opportunities

Challenges

1. **Perception Gap**
   The Chartered Accountant (CA) designation often enjoys greater public visibility in India
2. **Need for Stronger Domestic & Global Branding**
   CMA Domestic Branding needs to improve when compared to CA & CS branding. CIMA and IMA have historically had wider International Recognition in Management Accounting
3. **Technology Transition**
   Members must continuously Upgrade Skills in Analytics, AI, ERP Systems, and Digital Finance
4. **Industry Concentration**
   Traditional Strength in Manufacturing must expand into Services, Technology, Healthcare, Digital Businesses, Shared Services & Consulting

Comparative SWOT Analysis

Policy & Professional Recommendations

For India to strengthen its Global Position of CMAs, the following measures will be useful:

Aspect	Indian CMA	International Management Accounting Bodies
Strengths	Statutory Status, Cost Audit expertise	Global Brand, Strategic Finance Orientation
Weaknesses	Lower International Visibility	Limited Statutory Practice Rights
Opportunities	Manufacturing Growth, ESG, Analytics	Digital Transformation, Global Mobility
Threats	Automation of Routine Work	Competition from Broader Finance Qualifications

1. Expand International Collaborations with Mutual Recognition Agreements
   Greater reciprocity with major global bodies can improve mobility and recognition.
2. Increase focus on Analytics, AI and Digital Finance.
   Future-ready skills should become a core part of education and practice.
3. Promote CMAs as Strategic Business Partners, not only cost specialists.
   Position the profession around decision support, value creation, and performance management.
4. Encourage Research in Cost Management, Productivity & Sustainability Accounting
   Build thought Leadership in areas where India has Practical Industrial Experience.
5. Enhance Industry–Academia Partnerships
   Closer Collaboration can improve Employability and Practical relevance.

Conclusion

CMA in India occupies a distinctive position among Global Accounting Professions. Our CMA combines Management Accounting Expertise with Statutory responsibilities such as Cost Records and Cost Audit, a feature that is uncommon Internationally. In contrast, Management Accounting Professions in countries such as the UK, US, Australia & Canada are more strongly oriented toward Strategic Finance, Business Partnering & Analytics, without comparable Statutory Cost Audit Mandates.

As the Global Economy becomes increasingly Data-driven, the future success of our CMA profession—both in India and Abroad—will depend less on routine Cost Compilation and more on Strategic Insight, Technology Adoption, Sustainability Measurement & Decision Support. Indian CMAs possess a Strong Foundation in Costing & Operational Finance; by deepening capabilities in Analytics, Digital Systems & Strategic Management, we can enhance both Domestic relevance and International Competitiveness.

GSTAT Outreach Program – Connecting Knowledge, Building Awareness
An insightful gathering of experts, officials, and industry representatives fostering meaningful discussions on GST appeals, compliance, and the evolving tax landscape.

Lighting the ceremonial lamp and presenting mementos during the Professional Development Programme on Case Studies in Management Consultancy and Empowering CMAs to Bridge the Gap between Industry and Banking.

Felicitation of Major Aparajita Bhattacharya, Vice President – Accreditation, IAGES, with a memento in appreciation of her insightful address on emerging opportunities for CMAs under the ICMAI–IAGES Collaboration.

Certificate Training Program for Professionals under the IBC Ecosystem20–21 June 2026 | Hyderabad

If undelivered please return to:

HYDERABAD CHAPTER OF COST ACCOUNTANTS

CMA BHAVAN, Street No. 5,
Himayatnagar, Hyderabad - 500 029.
Ph. 040-27635937, 040-27607893
Web: cmahyderabad.com
Email: hyderabad@icmai.in

To

Editor: **CMA Dr. Lavanya Kanduri,** The Institute of Cost Accountants of India-Hyderabad Chapter, 1-2-56/44A, 5th Street, Himayatnagar, Hyderabad-500029.

Posting under registration No. HD/1181/2025-27. Printed and Published by: Mrs. K. Kavita, AAO on behalf of Hyderabad Chapter of Cost Accountants, 1-2-56/44A, 5th Street, Himayatnagar, Hyderabad-500 029 and printed at Gayatri Printing Press, 5-18, Durganagar, Dilsukhnagar, Hyderabad-60 and published at Hyderabad Chapter of Cost Accountants, 1-2-56/44A, 5th Street, Himayatnagar, Hyderabad-29. Phones: 27635937/27611912.