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ICMAB Organized a Commemorating Event on 'Meet the Editors since 1974: Forget not thy Roots'. The Institute of Cost and Management Accountants of Bangladesh (ICMAB) has organized a historical memory-driven event on the theme 'Meet the Editors since 1974: Forget not thy Roots' where all the editors and associate editors since 1974 of the institute's journal 'The COST & MANAGEMENT' were present. The attendees of the program have witnessed an evening with full of stars on 2nd of February 2016 which is a rare event in the history of ICMAB. So far the journal has been blessed with 21 editors and associate editors since its inception. The institute acknowledged the contribution of all the editors and associate editors for their untiring effort which brought the journal in today's status. The idea of such a commemorative event was conceived by the present Editor Mr. Naba Krishna Muni FCMA. He made a presentation on THE COST & MANAGEMENT Journal since 1974 before the august gathering. Meanwhile three editors died but the daughters of them as representatives received the crests and gifts on their behalf. Each and every Editor and Associate Editors were greeted with a crest and a gift packet. The secretary of the institute, Mr. Md. Abdur Rahman Khan FCMA gave an inaugural speech. President of the institute, Mr. Abu Sayed Md. Shaykhul Islam FCMA has addressed the audience and handed over crests of the institute and token gifts to all the editors and associate editors. Mr. Arif Khan FCMA had a closing remark and offered vote of thanks. A good number of members of the institute were present in the program. The program was ended with a fellowship dinner.

The Change Agents and Star Professionals of ICMAB contributed to enhance the quality of the Journal phase by phase since 1974. At the beginning the journal was published on half yearly basis and through a gradual process, its circulations increased and published on quarterly basis. Eleven Editors since 1974 served chronologically whose pen portraits are given below:

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<th>Rewards of Responsibility, Editors : 1974 - 2015</th>
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<td><img src="images" alt="Portraits of Editors" /></td>
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<td>L1 to R1: Mr. Khan Abdus Sobhan, Late Md. Nurul Hassan FCMA, Late Ruhul Quddus FCMA, Mr. D.P. Bhattacharyya FCMA, Professor Aminul Islam FCMA, Mr. M. Abul Kalam Mazumdar FCMA</td>
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<td>L2 to R2: Mr. Md. Abdur Rashid FCMA, Late Prof. Dr. Md. Habibur Rahman FCMA, Mr. Rafiq Ahmad FCMA, Prof. Dr. Swapan Kumar Bala FCMA, Prof. Md. Maksudur Rahman Sarker FCMA, Prof. Dr. Md Abdul Hannan Mia FCMA, Mr. Naba Krishna Muni FCMA</td>
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Mr. D.P. Bhattacharyya FCMA

is a Cost and Management Accountant in public practice. He was Lecturer on the subject “Management Accounting” of the Institute. Mr. was General Manager (Finance) of the Philips Group of Companies in Bangladesh until 1982. He Also Worked with M/s. Price Water House Peat & Co. the world renowned firm of Chartered Accountants, for four years. Mr. Bhattacharyya qualified as a Cost and Management Accountants from The Institute of Cost and Management Accountants (now Chartered Institute of Management Accountants (CIMA) U.K. in 1974. He was also elected a Fellow of the Institute of Cost and Management Accountants of Bangladesh in 1981. Mr. Bhattacharyya has presented a number of papers in the seminars held under the auspices of the ICMAB as well as other professional organizations and contributed thought provoking articles to “The Cost and Management” and local newspapers.

Late Md. Nurul Hassan FCMA, DMA (UK)

was the first editor of ICMAB in 1977. After matriculation from Chittagong he passed Intermediate examination from Govt. College of Commerce, Chittagong and stood first among the candidates of the then East Pakistan. After graduation from Dhaka University he admitted and successfully completed all the examinations except one subject from Pakistan Institute of Industrial Accountants (PIIA), now ICMA, Bangladesh and qualified himself as the first registered student. Later on he did his post graduate Diploma in Management Accounting from Highbury College of Technology, England. He was elected President of ICMA Bangladesh in 1990 but on expiry of a year he resigned from president-ship for changes of the post each year thus creating room for larger participation among members. He became President of SAFA an Apex body of SAARC in 2005 and Advisor of the same in 2006.

Late Ruhul Quddus FCMA

was the founder of ICMAB and he was born in a famous muslim family at Kotgaon village of Munshigonj District on 2nd April 1928. He passed Matriculation from Munshigonj High School in 1945, I. Com from Calcutta Edward College in 1947, B. Com from Chittagong Government Commerce College in 1949 and M. Com from University of Dhaka in 1951. He served as a Senior Lecturer in Business Faculty, University of Dhaka from 1952 to 1960. He acquired "Cost and Management Accounting" Degree from Canada 1958. He played pioneer role for development of the Cost and Management Accounting profession in Bangladesh. He served various Government and Autonomous bodies holding vital positions. He was the President of ICMAB for a long period. He was always a constant guide for CMAs. Let's not forget his words - let's carry his flag with honesty and sincerity so that CMA profession can be promoted, nationally and globally. He made the CMA profession into a life time profession. He was present in the World Congress of Accountants on December 07, 1977 in Munich, West Germany. On this date, the IFAC was born and ICMAB became the member of IFAC by his visionary global leadership. He was a natural leader and able to combine two institutes (ICMAB and ICAB) together. The foundation stone of ICMAB was established by the then Commerce Minister Late Sajibur Rahman, FCA in 1977.

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Mr. Khan Abdus Sobhan

served as the founder editor of PIIA (before the ICMAB). He served ICMAB long 20 years. Under the leadership of the Ex President of ICMAB late Mr. Ruhul Quddus FCMA, Mr. Sobhan did his best to bring the Institution in a reputed international position, fighting hard against the strong opposition and barriers brought forwarded by the Chartered Accountants and ICWA (England) members in front of this newly formed Institute housed in a 550 square feet office space located at 67, B. B. Avenue, Dhaka. He resigned from ICMAB on 7th February 1991.

Professor Aminul Islam FCMA

who edited THE COST AND MANAGEMENT for three years from January 1991 to December 1993 with exceptional success is a man of self-effacing nature. Suave, gentle, meritorious and highly educated, he wrote on subjects of professional interest with ease and competence. A pioneer of the cost and management accounting profession in this part of the world, his C.V., which follows, makes interesting reading. Professor Aminul Islam did his M.Com from the University of Dhaka in 1950 and then joined the Pakistan Industrial Development Corporation (PIDC) and worked in the industrial projects such as, Khulna Shipyard, Narayanganj Dockyard and Engineering Works, Thakurgaon Sugar Mills, Titas Gas Transmission and Distribution Co. Ltd., EPIDC head office (Cost & Budget) and other

He joined the University of Khartoum, Sudan in the Department of Business Administration in 1976. He also worked in the University of Zambia, Zambia, University of Juba, South Sudan and in the University of the West Indies, Trinidad and Tobago and finally retired from there in September, 1990. During his long 15 years' service in foreign universities, he earned well-deserved admiration from all around and his enormous contribution to the educational progress of those third world countries was praiseworthy.

Late Prof. Dr. Md. Habibur Rahman FCMA was the Dean and Professor of Marketing at United International University (UIU), a private university having its campus at 8A, Dhanmondi residential area. Prior to joining UIU, he was Professor of Marketing at North South University (NSU) and Dhaka University (DU). He had a long career of teaching and research. He taught at NSU for ten years as a part-time, visiting and full time core faculty. He taught at Dhaka University

Mr. Md. Abdur Rashid FCMA, a veteran professional Cost & Management Accountant of Bangladesh of the country. He was formerly, the President of ICMA Bangladesh for the term 2003 and former President of Taxes Appellate Tribunal, Ministry of Finance, Government of Bangladesh. He was a Senate Member of the National University for a five year term being nominated by the Government. He was an elected Treasurer of Bangladesh Cancer Society for the 2nd term and member of the Senate of the University of Dhaka for a three-year term 1991-93. He was elected Senate Member of the University of Dhaka by the Registered Graduates of the University. Prior to joining the Taxes Appellate Tribunal Mr. Rashid was Director (Finance and Accounts) in Dhaka Electric Supply Authority (DESA). He also served the Institute of Cost and Management Accountants of Bangladesh as Director. He was a member of the Company Law Committee under ministry of commerce, Government of Bangladesh. He was a Board Member of Dhaka Stock Exchange Ltd. for a one year term-2003. Mr. Rashid was Treasurer and Secretary of ICMAB for the year 1996, 2009 and 1997 respectively and Vice President for three terms, for the year 1998, 1999 and 2002. He was the first Executive Secretary of South Asian Federation of Accountants (SAFA) for 1991. He has many publications to his credit. He participated in many local and international seminars and conferences of professional interest. Mr. Rashid is a regular contributor in the professional journals of the country.

Prof. Islam is the Senior most Fellow Member of the ICMA Bangladesh.

Mr. M. Abul Kalam Mazumdar FCMA is currently Council Member of the Institute of Cost and Management Accountants of Bangladesh. He did MBA from Institute of Business Administration, Dhaka University and is a Certified Management Consultant (CMC) from Council of Management Consultants, Australia. He earned a diploma with distinction on Managerial Control and Management Information Systems from Netherlands. Mr. Mazumdar is Director of Anlima Yarn Dyeing Ltd. a public limited company listed in both the stock exchanges of the country. He is practicing as Management Consultant and involved in Cost Audit since 2003. Previously he served in Beximco Group, Ministry of Finance and Bangladesh Jute Mills Corporation in various capacities. Mr. Mazumdar was President of the Institute of Cost of Management Accountants of Bangladesh in 2000, Vice President for the years 1996 and 1997, Secretary for the years 1994 and 1995 and Treasurer for the year 1993. After qualifying as Cost and Management Accountant in 1984 Mr. Mazumdar played active role for formation of Dhaka regional council of the Institute, Dhaka Branch Council. He was the Chairman, Secretary and Treasurer of the Dhaka Branch Council (DBC) during the years 1989, 1987 and 1986 respectively. He contributed for the Institute's journal, The Cost and Management, as Editor and Associate Editor for more than a decade. He is the author of a number of local and international seminar, conference and research papers and he has some international publications to his credit. Under his initiative and leadership the Institute has developed and issued ten Bangladesh Cost Accounting Standards (BCAS). Few more standards are in the process of development.

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Prof. Dr. Swapan Kumar Bala FCMA
has currently been working as the Managing Director of Dhaka Stock Exchange Ltd. (DSE). Under his management leadership, DSE has been demutualized in November 2013. He began his teaching career at Dhaka University as a Lecturer of Accounting in 1991 and became Professor in 2011. He is an IFRS professional from ICAEW (UK). In addition to B.Com. (Hons.) and M.Com. in Accounting from Dhaka University, he completed M.Phil. equivalent 'BIDS Advanced Course on Economics and Quantitative Techniques' and did his Ph.D. on Value Added Taxation from Dhaka University. Dr. Bala is the current Chairman, SAFA Committee on NPOs and Cooperative Sector. He was ICMAB's Journal Committee Chairman and Editor of the journal (March 2012 to Feb. 2013) and Dhaka Branch Council Chairman (2008). Prof. Bala is a Professional Member (CMA) of IMA (USA), an Associate Member of Virtual Institute, UNCTAD and a life member of the Asiatic Society of Bangladesh. He has extensive Training of Trainers experience. In the recent past, he represented ICMAB in ICAI's 54th National Cost Convention (Jan. 2013; India) and Global Management Accounting Summit 2015 (July 2015; Sri Lanka) and represented DSE in US SEC's Program, World Exchange Congress, WFE's Programs and APEC FRTI Regional Seminar (USA, Qatar, South Korea, Brazil and Maldives). Dr. Bala also rendered professional services to Bangladesh Bank, NBR, ISTCL and BICM. To his credit, he has 70 research articles, 9 research monographs, 9 books, 1 study manual, 42 seminar papers and 9 entries in Banglapedia.

Prof. Md. Maksudur Rahman Sarker FCMA
is a fellow member of the Institute of Cost and Management Accountants of Bangladesh (ICMAB). He is the Professor in the Department of Accounting & IS, Faculty of Business Studies, University of Dhaka. He worked as Professor and Director of BBA & MBA Programs at the American International University - Bangladesh (AIUB). At present, Prof. Sarker is the Adviser of Faculty of Business Administration at AIUB. He also worked as Director of MBA Program at the Department of Accounting & IS, University of Dhaka. Prof. Sarker obtained B. Com. (Hons) and M. Com. in Accounting from Dhaka University and stood first class first position in both cases. He received his MBA from the University of New Brunswick in Canada with a Canadian Commonwealth scholarship. He was a scholar of

Mr. Rafiq Ahmad FCMA
was the first person to qualify from the then East Pakistan at the final examination held by the Pakistan Institute of Industrial Accountants (now ICMA Pakistan) in the year 1963. He followed up his achievement by clearing the Final Examination of the Institute of Cost & Works Accountants (now Chartered Institute of Management Accountants/CIMA), London in 1970. Mr. Rafiq Ahmad, FCMA was the President of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) for the year 1998 and 2002. Mr. Rafiq Ahmad belongs to very small group of dedicated Cost and Management Accountants who played a pioneering role in the establishment of Cost and Management Accounting Profession in the area now known as Bangladesh. Mr. Ahmad has served in many national and international companies at home and abroad during his long service career. He was the Executive Director of S. Alim Group in Chittagong, Chief General Manager of Chittagong Cement Clinker and Grinding Co., Ltd., Chittagong, General Manager, Aramit Ltd. (a Joint-Venture with Bangladesh Government and Belgium Multinational) in Chittagong. He worked with the National Oil Corporation, Tripoli, Libya and Zahid Tractor & Heavy Machinery Co., Jeddah, Saudi Arabia. He was the first Controller of Accounts of Bangladesh Sugar Mills Corporation after Liberation. Prior to that he was the Chief Accountant & Company Secretary of Carew & Co. (Pakistan) Ltd. Presently he is serving as Executive Director of T.K. Group of Industries.

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Prof. Dr. Md Abdul Hannan Mia was born in 1964 in Chandpur. He did his B.Com (Hons.) and M.Com from the Department of Management, University of Dhaka respectively in 1985 and 1986 and received chancellor's award for his outstanding academic performance and was placed in the top. He completed his CMA from ICMAB in 1993, PGDM (1994) MSc. (2008) from UK and MBA (2011) from Canada and Ph.D. (2000) from the University of Dhaka. Dr. Hannan started his career with MIDAS in 1990, He joined in the University of Dhaka in 1991 and served the Department of Management as Lecturer, Assistant Professor, Associate Professor and Professor until March 2005. He joined in the Department of MIS, University of Dhaka in April 2005 since then he is working in MIS department as a Professor. He was the syndicate member of Dhaka University during 1992-1994, Director MBA (Evening Program), Department MIS, University of Dhaka, during 2005-2007 and hold administrative position in Hall Administration. He has teaching experience in Asia, Europe and North America. He was awarded as the best MIS Professor in South East Asia in 2010. Dr. Hannan has 92 published articles in his credit. He is the co-author of two research books one published by Springer on Environmental Management Accounting. He was the reviewer of Horngren's Management Accounting, Canadian Edition in 2011. He presented 30 research papers, 18 key note speeches in international conferences in abroad. Presently Dr. Hannan is working as the Chief Editor of some international ranked journals. Mainly "Journal of Business", USA; "Bangladesh Journal of MIS" of the Department of MIS, University of Dhaka, "Information System Journal" of Association of Information System (AIS) USA, Editorial board member of the "Dhaka University Journal of Business Studies "DU, and the Chief of Editorial Board of the International Journal of Business & Economics published from Australia. He was the Editor of "The Cost and Management" Journal of the ICMAB in 2014. He was also the Associate Editor of "The Cost and Management" during 2005-2007 and Associate Editor of the "Journal of Management Studies" Department of Management Studies, University of Dhaka during 2004-2005. Currently is the President of Association of Information System (AIS) USA, Bangladesh Chapter. Prof. Hannan has been the council member of ICMAB during 2005-2007 and worked as the Treasurer (2006 & 2007) and Vice-President (acting) in the year 2007 of ICMAB. He was the President of Management Teachers' Association of Bangladesh (BMTA), President, Old Student Association of Nasirkote High School (OSAN), Chandpur. (2005-2008), Adviser, Kader Synthetic Fibers Ltd., AA Synthetic Fibers Ltd., MAS Spinning Ltd. (1992-2008). He worked as the HR consultant of World Bank funded projects in Bangladesh.

Mr. Naba Krishna Muni FCMA has been appointed as the Editor of the ICMAB's bi-monthly Journal, THE COST & MANAGEMENT from March - April, 2015 to January - February, 2016. Mr. Muni, FCMA, is among the few notable personalities who ventured to take up human and institutional capacity building as a career to build a better Bangladesh braving social, political and financial hurdles. He is a dynamic management and finance professional having more than 30 years of experience both at home and abroad. Currently, he has been working as Director of Organizational Capacity Building in USAID's ACME project being implemented by world famous management consultancy firm, IBTCI (International Business and Technical Consultants, USA) in USAID's various programs with a focus on capacity building initiatives in various sectors of the economy.
Inc.), USA. He is a honors and post graduate in accounting, a FCMA, an MBA, a LLB, CMA from CIMA, UK and a certified Capacity Building International Trainer by WB/ADB over a career span of 30 years in the field of management accounting, management consultancy and capacity building training management. He worked with variety of organizations such as: government, bi-lateral and multi-lateral donor agencies, INGOs and NGOs in grass root level. Three categories of organizations, he served: (a) Development Partners: USAID, CARE International, UNICEF, DFID, CIDA, SIDA, EU, The World Bank, The Asian Development Bank; (b) Private entities (national/international): Emerging Markets Group/DTTEM, RTI, HSLP, Save the Children, USA, IntraHealth, Pathfinder International, BCCP, URC, JSI, MIDAS, SRGB, HodaVasi Chowdhury & Co, TFIPP, UFHP, NSDP; and (c) Government entities: MOHFW, MOI, MOE, LGRD, MOWCA and MOA. Specific professionals’ experiences include organizational capacity building, entrepreneurship, HRM, development of new business plans/project development, project management, social franchising, market studies and research, financing and monitoring & evaluation on projects supported by government and development partners. Mr. Muni has served the Institute of Cost and Management Accountants of Bangladesh (ICMAB) in different capacities. In 2006, he served ICMAB’s Dhaka Branch Council as Chairman when he prioritized CMA members’ professional capacity building as number one priority and he organized CPD training programs for its members in IFAC suggested training areas. He has served dual responsibilities in ICMAB - publishing the ICMAB’s bi-monthly journal - The Cost and Management as Associate Editor and playing the role as Vice-Chairman of ICMAB’s Training Committee in 2014. He played the prime role in bringing best management practices from field to the learning session in ICMAB’s training curriculum to build up the capacity of the members of ICMAB. In 2015, he has been assigned to take the responsibility of publishing ICMAB’s bi-monthly Journal as Editor and to chair the ICMAB Journal and Publication Committee as Chairman.Mr. Muni is a notable researcher and engaged in documenting best practices and monographs which have been published in national and international journals. He is a motivational speaker and trainer and IT literate professional having management consulting and training related working experience in USA, Afghanistan, Thailand, India and Bangladesh. Building Human and Institutional Capacity covering for profit, non-profit and Government entities are the most likely areas of interest. Mr. Muni is a motivational speaker on “Self-Awareness and Self-Management” training program. He has presented professional papers on accounting, finance, organizational and human capacity building in SAFA, India, ICMAB, USAID, DFID, GTZ and EU assisted projects and Inside NGO, USA organized international workshops in USA as the key resource person. He has contributed many articles published in THE COST & MANAGEMENT; the bi-monthly journal of ICMAB. He is conversant and proven capability with many organizational capacity assessment tools (OCAT, MOCAT, NUPAS, HICD, PRINCE2, PFMRAF; CYPRESS).

The above star professionals of ICMAB who played the role of bringing change to uplift the CMA profession in Bangladesh since independence of Bangladesh. Every editor contributed to add value to THE COST & MANAGEMENT since its inception according to their own styles from making vision to implementation. Many of them are not with us today. But we always remember them with 'Forget Not Thy Roots.'

Naba Krishna Muni FCMA
Editor, The Cost & Management
Dear Respected Members of CMA Profession,

Assalamu Alaikum.

I am deeply honoured for being elected as President of your beloved profession for the year of 2016, and I know from the core of my heart that without your love and guidance I would not have come to this point to serve the profession. I understand that members’ expectation has escalated to a new height after the successful year of 2015, and now it is my responsibility to take over the candle and march it forward to a new pinnacle.

From the very beginning of holding the President’s office, I am trying to get involved with the affairs of ICMAB from every possible perspective. My goal, like my predecessors, will be to take a holistic approach to bring ICMAB in an international status. Every stakeholder of ICMAB is the recipient of this initiative including me.

Quality of education and examination will be the core of our developmental goal for the current year. As we all know, in this extremely competitive landscape, without cutting edge educational standard the profession will not be able to align with the expectations of the stakeholders. In this connection, ICMAB has already taken an attempt to bring its curriculum into a global status through an MoU with CIMA. This is a very successful cost-effective and timely attempt taken by the then Council. We have already started to reap the benefit. I will try to capitalize every opportunity of the MoU throughout the year. We are steadfastly determined to take a time bound project to improve every aspect of educational and examination process of the Institute.

Members’ capacity development will be another area where we believe that the institute should give continuous emphasis. We all know, without being updated with fast changing environment in the whole ecosystem of accounting and finance, it is difficult to remain in the leadership position. The other day when NOKIA CEO was stepping down told: “We have done everything right….but somehow we lost the game”. Why did this debacle happen to once giant handset manufacturer? It is because they were self-complacent and was not giving enough attention about what the other competitors’ were doing in other part of the world. So without upgrading our knowledge, and mentally being ready to adapt with the changing environment we can not remain relevant for long time. For this purpose, I will try to arrange more workshops and seminars on various contemporary topics where our members can enhance their expertise.

ICMAB has already opened Cost Audit and Management Consultancy Cell which may be a
strong selling point for this profession. This cell may be used to create bond between ICMAB and corporate sectors by offering professional services. We need to ensure that the long cherished desire of cost audit should not be limited to circulars only. This will create opportunities for our members apart from corporate management activities. I will also try to offer placement facilities to our young members who need jobs, even to other members who need a change.

As a regular process, my office will maintain a close relationship with different ministries and department of government along with other regulators for the betterment of the profession. Liaison with international bodies like IFAC, SAFA and CAPA, will be stronger than before and ICMAB will represent their boards at different capacities that will improve the image of the Institute at global level.

Technological innovation and enhanced digitization shall be another priority area as we have seen how every aspect of life and corporate management is changing with the advent of continuous technological change. ICMAB has already inaugurated its students' and members' e-management modules so that both of these groups can avail the maximum benefit from its digitized platform without coming to the Institute physically. This journey will continue in coming days to bring more facilities including all the benefits of a virtual campus. In addition, I have a plan to develop specific module in selective areas including correspondence course system, internship program, ethical code of conduct for ICMAB members, professional experience requirements to avail membership of the Institute, mentorship program etc. Your website will be single most important point to remain connected with the Institute and also to upgrade your knowledge-base on a continuous basis.

All these plans are not possible to finish without a strong team where I will put special emphasis. ICMAB will recruit skilled manpower in its vacant positions and train its existing staffs to improve their capacity. Only then, it would be possible to lead the Institute to better direction. Proper care will also be taken for the branch offices and coaching centers of ICMAB. They should be at par with the head office; otherwise, ICMAB as a whole will lag behind. High level co-ordination with the branches is very important for their successful operation.

ICMAB is always careful regarding any regulatory move which may have potential impact on the operation of the Institute. Like previous years, ICMAB will closely monitor its regulatory environment so that any potential challenges can be addressed in time.

Finally, As we all know that after attaining more than 6 percent plus GDP growth rate for a decade, Bangladesh economy is in a different trajectory posing to accelerate the growth further to 8 percent by the end of Seventh Five-Year Plan. Attaining this goal would require substantial increase of investment to a level of at least 36 percent of GDP from existing level of 30 percent of which government share is 6 percent. With a GDP size of USD 200 billion plus and a domestic financial system, inclusive of capital market, of USD 150 billion, Bangladesh is being regarded as one of the lucrative frontier markets by the global investors. It is also projected that our tech-savy and brand-aware middle and affluent class with a family income of USD 5,000 plus will triple in a decade. The World is now talking about Bangladesh and in this journey of growth, we need large number of professional accountants, specially the management accountants who are the backbone of any business and regulation. Towards achieving the dreams of producing more qualified management accountants, we shall relentlessly remain engaged with our policymakers and other stakeholders.

I assure you, I shall have full commitment and enthusiasm towards my profession and I need your active support, guidance and encouragement in the days to come. Let us all build a better profession, better Bangladesh. Let us show to the World that we can win, together.

Arif Khan
President, ICMA Bangladesh
Abstract

Knowledge Management (KM) is the procedure of gathering, managing and sharing employees’ knowledge capital throughout the organization. This paper aims at developing a conceptual framework of Knowledge Management as well as focusing on its viewpoint over present and the near future. This is a desk-research. An attempt has been made to make a wide-ranging review of literature. It initiates with the review of literature on the aspects of knowledge, and then observes goals, attributes, cycles & process and the interests behind KM drivers and challenges involved in KM. Most of the organizations are suffering a common problem, that is, they do not know what they know. The idea of KM has been shifting rapidly and understanding of KM both from short and long term perspective is very essential to run the organization successfully. And this study presents the shifts & challenges of KM that our business world is going to face. Finally, it is concluded that if we become more conscious about KM from the present day then it will definitely show the way to reduce operating costs, faster time-to-market for new products, better customer service and many other bottom line benefits in much more advanced way. The paper does not purport to offer a definite solution, but to examine the context of effective knowledge management so that local companies can reap all the benefits of new system of KMs in practice.

Keywords: Knowledge management (KM), Building blocks, Process, Shifts & Challenges, Bangladesh.
1. Introduction

In a knowledge nation, "intangible" resources are the key factors of business victory. Knowledge is considered a strategic company's resource, the source of competitive advantage and business success. The modern company recognizes the most business processes as a process of knowledge. Senge (1990) focused on the "learning organization" as one that can learn from past experiences stored in corporate memory systems. Beckman (1997) found that the knowledge is the way for understanding all about information to actively enable performance, problem solving, decision making, teaching and learning of others. Increasingly, managers are becoming aware that knowledge resources are important to the survival of their organizations (Carneiro, 2000). As a result of this awareness, management is taking into account the value of creativity, which enables the transformation of one type of information to the other. Organizational success depends on its employee knowledge, experience, creativity activity and qualification (Hana, 2013) and Hamel and Prahlad, 2002), added the capacity of the organization to unlearn, just as it is important for firm to learn or gather new knowledge so as to be able to do things differently.

Knowledge Management (KM) has now become a mainstream priority for companies of all sizes. Capturing a company's most valuable Knowledge (asset) and distributing it effectively across the enterprise is a business critical issue for many help desk, customer support and IT departments. The systematic process of finding selecting, organizing, distilling and presenting information, improves an employee's comprehension in a specific area of interest. KM, as emphasized by (Kalam A., 2004), helps an organization to gain insight and understanding from its own experience. Specific knowledge management activities help focus on organization on acquiring, storing and utilizing knowledge for problem solving, dynamic leaning, strategic planning and decision making. According to Gilbert J. B. Probst (1998), Knowledge Management (KM) is a field that arose with rapid practical intellectual strength for management. It is the process of gathering managing and sharing employees' knowledge capital throughout the organization. Knowledge sharing throughout the organization enhances existing organizational business processes, introduces more efficient and effective business processes and removes redundant processes. It is a discipline that promotes a collaborative and integrated approach to the creation, organization access and use of an enterprise's knowledge assets.

KM is not only about Knowledge Technology. KM must be an enabler to achieve strategic business objectives. Knowledge management is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks, which hinder knowledge flows to the point of use. The Gartner Group (2005) defines KM as a discipline that promotes an integrated approach to identifying managing and sharing of all of an enterprise's information assets. These information assets may include database documents, policies procedures as well as previously unarticulated expertise and experience resident in individual workers. Knowledge management issues include developing, implementing and maintaining the appropriate technical and organizational infrastructure to enable knowledge sharing. Broadbent (1997) defines KM as 'a form of expertise management which draws out tacit knowledge, making it accessible for specific purposes to improve the KM: why do we need it for corporate performance of organization; about how the organization's 'know-how' should be structured, organized, located and utilized to provide the most effective action at that point in time. The goal of knowledge management is a practical one: to improve organizational capabilities through better use of the organization's individual and collective knowledge resources. These resources include skills, capabilities, experience, routines, and norms, as well as technologies. Surprisingly, despite the now-solid consensus on the importance of knowledge or "intellectual capital" to every company's success, most companies actually manage knowledge very badly. Very few have clearly defined management roles, such as a Chief Knowledge Officer (CKO), or organizational structures for the management of knowledge as a resource. Few even have a shared knowledge language that allows efficient communication. However, attention to knowledge management is growing. Companies are recognizing that they compete in increasingly knowledge-intensive markets. To flourish and even to stay alive, they are forced to rethink the management of their organizational knowledge bases. Research on KM in the context of Bangladesh is very limited. A study on KM is considered imperative in the context of Bangladesh because it will make top management more serious about the importance of KM.
2. Objectives of the Study

The main objective of this study is to explore the concept of knowledge management from the perspective of today and tomorrow. The specific objectives are:

- To identify the views, attributes, process, drivers of knowledge management based on some previous studies.
- To examine the importance of KM from short and long term perspective.
- To identify the challenges associated with knowledge management.
- To suggest measures to make KM a success.

3. Methodology

The study is descriptive in nature. This paper is aimed at searching the existing literatures on knowledge management. This study is conducted on the basis of secondary data. The secondary data are collected from the published books, journals and research papers. Newspaper articles and the internet sources are also used. But the authors have interpreted the data in the light of the objectives mentioned earlier.

4. Literature Review

4.1. Definition: Knowledge

Knowledge is an innately human quality, residing in the living mind because a person must 'identify, interpret and internalize knowledge'. Myers (1996). Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of 'knowers'. According to Davenport & Prusak (1998), in organizations, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms. Nonaka (1994) argued that the concept of knowledge is a multifaceted and with multilayered meanings. Hawryszkiewycz (2010), in support of Nonaka pointed out that knowledge is abstract in reality and hard to pinpoint at. However, Hawryszkiewycz (2010) argues that knowledge is more on knowing how to interpret information and providing new insight to solve problem at hand. Knowledge can be moved, stored and valued, others argues that it give people the feelings and thoughts that they can use to develop new ideas. Nonaka (1994) says that the ever increasing importance of knowledge in modern society calls for a change in our thinking regarding innovation.

4.2. Goals of Knowledge:

Gilbert J. B. Probst (1998) mentions that Knowledge goals point the way for knowledge management activities. These determine which capabilities should be built on which level.

- Normative knowledge goals deal with the creation of a "knowledge-sensitive" corporate culture, in which sharing and development of know-how create the preconditions for effective knowledge management.
- Strategic knowledge goals define organizational core capabilities and describe the future knowledge needs of the company. They determine the desirable competence portfolio for the future.
- Operational knowledge goals make sure that normative and strategic knowledge goals will be translated into action.

4.3. Explicit Knowledge and Tacit Knowledge

Servin, G. (2005) has classified Knowledge in organizations into two ways-

- Explicit knowledge is knowledge that can be captured and written down in documents or databases. This type of knowledge can be readily transmitted across individuals formally and systematically. For examples- instruction manuals, written procedures, best practices, lessons learned and research findings.
- Tacit knowledge is the knowledge that people carry in their heads. It is much less concrete than explicit knowledge. It is more of an "unspoken understanding" about something, knowledge that is more difficult to write down in a document or a database. Subjective insights, intuitions and hunches fall into this category of knowledge. It is deeply rooted in an individual's action and experience. It is considered more valuable because it provides context for people, places, ideas and experiences. It generally requires extensive personal contact and trust to share effectively.
4.4. Definition: Knowledge Management

Each of us is a personal store of knowledge with training, experiences, and informal networks of friends and colleagues, whom we seek out when we want to solve a problem or explore an opportunity. Servin, G. (2005) recognizes that fundamentally, knowledge management is about applying the collective knowledge of the entire workforce to achieve specific organizational goals. The aim of knowledge management is not necessarily to manage all knowledge, just the knowledge that is most important to the organization. It is about ensuring that people have the knowledge they need, where they need it, when they need it - the right knowledge, in the right place, at the right time. Knowledge Management is the explicit and systematic management of vital knowledge - and its associated processes of creation, organization, diffusion, use and exploitation - in pursuit of business objectives; Skyrme (2011). Hislop (2009) defines KM as an umbrella term that captures any deliberate efforts to manage the knowledge of the employees which can be attained via various methods either directly such as use of particular information communication technologies (ICT) or indirectly through management of social processes and structuring of firms in a particular ways. The weakness of this definition is that it points to internal source of knowledge only. More comprehensive definitions were offered by Plessis (2007) and Gloet and Terziowski (2004). Plessis (2007) defines KM as a planned structure approach to managing creation, sharing, harvesting and leveraging of knowledge as an organizational asset to enhance a company’s ability, speed and effectiveness in delivering products or services for the benefit of clients in line with its business strategy. Gloet and Terziowski (2004) describe knowledge management as the formalization of and access to experience, knowledge, and expertise that create new capabilities, enable superior performance, encourage innovation, and enhance customer value. Organizational Perspectives on Knowledge Management Wiig K. (1993) considers knowledge management in organizations from three perspectives, each with different horizons and purposes:

i. Business Perspective: focusing on why, where, and to what extent the organization must invest in or exploit knowledge. Strategies, products and services, alliances, acquisitions, or divestments should be considered from knowledge-related points of view.

ii. Management Perspective: focusing on determining, organizing, directing, facilitating, and monitoring knowledge-related practices and activities required to achieve the desired business strategies and objectives.

iii. Hands-on Perspective: focusing on applying the expertise to conduct explicit knowledge-related work and tasks.

4.5. Key Attributes/Building Blocks of Knowledge Management

Based on actual experiences of the leading global KM case studies; Bhojaraju G. (2005), the components for KM can be broadly categorized into three classes -

**People:** Getting an organization’s culture (including values and behaviors) "right" for knowledge management is typically the most important. Knowledge management is first and foremost a people issue; Servin, G. (2005). A key to success in Knowledge Management is to provide people visibility, recognition and credit as "experts" in their respective areas of specialization - while leveraging their expertise for business success; Bhojaraju G. (2005).

**Processes:** In order to improve knowledge sharing, organizations often need to make changes to the way their internal processes are structured, and sometimes even the organizational structure itself. For example, if an organization is structured in such a way that different parts of it are competing for resources, then this will most likely be a barrier to knowledge sharing; Servin, G. (2005). So, it is important for processes to be as clear and simple as possible and well understood by employees across the organization; Bhojaraju G. (2005).

**Technology:** A common misconception is that knowledge management is mainly about technology - getting an intranet, linking people by e-mail, compiling information databases etc. Technology is often a crucial enabler of knowledge management - it can help connect people with information, and people with each other, but it is not the solution. And it is vital that any technology used "fits" the organization’s people and processes - otherwise it will simply not be used; Bhojaraju G. (2005).

Gilbert J. B. Probst (1998) presents the building blocks of knowledge management through a practical model. The arrangement in the model follows certain principles. An inner cycle consists of the building blocks of identification, acquisition,
development, distribution, preservation, and use of knowledge. An outer cycle consists of all these activities plus goal-setting and measurement.

Right - the knowledge sharing cycle - shows the processes associated with gathering and disseminating existing knowledge, having a knowledge repository as its focal point. Although the activities in each cycle roughly follow the sequences shown, continual iteration through different levels of aggregation means that the actual paths between activities are rather more complex than those depicted.

In outline the innovation processes are:

**New ideas are created:** Knowledge networking stimulates the cross fertilization of ideas from different perspectives, and therefore often stimulates an innovation cycle.

**Codify:** A prototype design or a process description is developed. This embodies the idea into a more transferable form.

**Embed:** At this stage the prototype is further refined and its associated knowledge encapsulated in manufacturing processes and organizational procedures.

**Diffuse:** Products are distributed in the marketplace or processes are implemented throughout the organization. Their application then generates ideas for improvements, and so the cycle repeats.

In the knowledge sharing cycle, the knowledge management processes are:

**Collect:** Existing knowledge is gathered either on a routine basis or as needed. Often its existence is formally recorded in a knowledge inventory or knowledge map.

**Organize/store:** The knowledge is classified and stored, often using an organization or industry specific thesaurus or classification schema. This makes subsequent retrieval easier. This process usually involves information professionals or librarians.

**Share/disseminate:** Information may be sent routinely to those people who are known to be interested in it - this is information 'push'. Meetings and events act as vehicles to share tacit knowledge.

**Access:** Information is made easily accessible from a database, for example over an intranet. Users access it as they need it - this is information 'pull'.

**Use/exploit:** The knowledge is used as part of a work process. It is refined and developed.

4.6. Knowledge Management Process/Cycle

Recently there has been growing interest in the knowledge processes that underlie innovation. It is useful to consider these as two distinct but interconnected knowledge cycles, Skyrme, David J. (2002).

![Figure 1: The building blocks of KM](image)

Source: Adapted from Gilbert J. B. Probst (1998)

This feedback cycle clarifies the importance of measuring the measurable variables in order to focus on goal-oriented interventions. Many knowledge problems occur because organizations neglect one or more of these building blocks and thus interrupt the knowledge cycle. For example, if the research results of the Market Research Department are not available to Product Development, this knowledge cannot be used in the process of product development. If the steps of an important problem-solving process are not documented, they may disappear from the organization's memory, making successful repetition of the process impossible.

![Figure 2: Two knowledge cycle](image)

Source: Adapted from Skyrme, David J. (2002)

The cycle on the left - the innovation cycle - represents a progression from idea creation (unstructured knowledge) into more structured and reproducible knowledge, embedded within processes, products or services. The cycle on the right - the knowledge sharing cycle - shows the processes associated with gathering and disseminating existing knowledge, having a knowledge repository as its focal point. Although the activities in each cycle roughly follow the sequences shown, continual iteration through different levels of aggregation means that the actual paths between activities are rather more complex than those depicted.

In outline the innovation processes are:

**New ideas are created:** Knowledge networking stimulates the cross fertilization of ideas from different perspectives, and therefore often stimulates an innovation cycle.

**Codify:** Here a prototype design or a process description is developed. This embodies the idea into a more transferable form.

**Embed:** At this stage the prototype is further refined and its associated knowledge encapsulated in manufacturing processes and organizational procedures.

**Diffuse:** Products are distributed in the marketplace or processes are implemented throughout the organization. Their application then generates ideas for improvements, and so the cycle repeats.
use, additional knowledge is created and the cycle repeats itself.

Over and above Krstic (2007) argues that knowledge management is not only associated with managing knowledge as a resource, but also to manage business processes that take place using that resource. It should involve the analysis of existing knowledge as a resource, as well as defining the objectives regarding the generation, protection and application of new knowledge, then transfer, exchange and dissemination of knowledge, effective use of knowledge and performance measurement. The knowledge management process aims to support innovation and encourage the free flow of ideas through the company; Tisen et al. (2006). It helps increasing revenues (because the products and services are delivered to market faster) and reducing costs (because it eliminates redundant and unnecessary business processes).

In our day, the term KM has been remained the same but not the ideas about it. As it is being used as more advanced means day by day. In most of the organizations, KM has become the gizmo to get stability in the competitive market. To match with the demanding market, organizations need to focus on today’s KM concept as well as tomorrow’s perspective to cope up with the future. Most of the organizations are suffering a common problem that is, they do not know what they know. Therefore, this study has been conducted to discover the viewpoints of KM as it is related to the better utilization of knowledge in the business field. And this study will also help us explore the shifts & challenges and get better thought about how KM concept which can be used in near future at corporate world.

5. Knowledge Management - Today

Today many companies and individuals are genuinely trying to better understand the contribution of knowledge to business success. And the major business drivers behind today’s increased interest in and application of KM lie in four key areas according to Kimiz Dalkir (2009).

i. Globalization of business. Organizations today are more global - multisite, multilingual, and multicultural in nature.

ii. Leaner organizations. We are doing more and we are doing it faster, but we also need to work smarter as knowledge workers, adopting an increased pace and workload.

iii. "Corporate amnesia." We are more mobile as a workforce, which creates problems of knowledge continuity for the organization and places continuous learning demands on the knowledge worker. We no longer expect to spend our entire work life with the same organization.

iv. Technological advances. We are more connected. Advances in information technology not only have made connectivity ubiquitous but have radically changed expectations. We are expected to be “on” at all times, and the turnaround time in responding is now measured in minutes, not weeks.

There are over 30 case studies in Creating the Knowledge-based business, which are done by Skyrme, David J. and Debra M Amidon (1997). In analyzing many case studies, a number of commonly recurring drivers are found-

Dispersion - the organization is dispersed over several geographic locations. This makes it more necessary to find out what is already known elsewhere to avoid "reinventing the wheel".

Restructuring - constant reorganizations mean that the relationships in which informal knowledge is shared are often broken; some organizations e.g. the US federal government, have a demographic situation in which many experienced and knowledgeable staff will reach retiring age within a short period of time.

Complexity / interdependencies - many organizational activities require inputs from other departments and their own activities may impact others.

Improving business performance - by sharing 'best practices' across an organization, the performance of the less well performing units can be brought closer to that of the best.

Customer relationships - the higher value placed on good customer service and customer relationships puts a premium on customer knowledge - understanding their needs, bringing together customer information into a single place, and using the knowledge so acquired to develop better products and services.

Need for innovation - faster, better, cheaper (a common mantra within business) is the result of more effective innovation; this requires an innovation system that converts knowledge (ideas) efficiently and effectively into products, services and processes.
Better enabling technology - the growth of functionality of the Internet (including collaborative workspaces, discussion groups, content management systems and portals) makes it easier to assemble and share information across organizational boundaries.

Minimizing uncertainty and risk - better access to relevant knowledge will help managers make better decisions and so minimize various risks that may confront the business.

Regulation - quality of information and reporting is increasingly required by regulatory bodies; a good approach to knowledge management will allow such information to readily accessed (c.f. the requirements of Freedom of Information legislation in various countries).

6. Knowledge Management - Future

The future of KM is one where people and advanced technology will continue to work together, enabling knowledge integration across diverse domains, and with considerably higher payoffs. The future of KM will clearly be exciting due to the new opportunities and options, but interesting challenges definitely lay ahead for knowledge managers. Skyrme, D. (1998) has identified 10 shifts in knowledge management.

1. From a Dimension of Other Disciplines to a Discipline in its Own Right: It will be a subject of degree courses and a profession distinct from information management.

2. From Strategic Initiatives to Routine Practice: The Chief Knowledge Officer (CKO) of the future will embrace some of the functions of today's HR managers and CIOs.

3. From Inward Focus on Knowledge Processes to External Focus on Knowledge Businesses: Companies will identify how their knowledge assets can be recombined to create new knowledge-based businesses. For example, an engineering/manufacturing company might create an engineering consultancy business; many computer manufacturers have shifted their focus to IT services.

4. From Best Practices to breakthrough/advance Practices: Rather than improve incrementally, companies should strive for factor ten improvements in key areas, like time-to-market and functionality per unit cost. This looking for five or ten per cent gains through process improvement and it will be left behind those looking for factor of ten or twenty gains. Consider those innovations that consumers are now enjoying: email airline tickets, spectacle prescriptions in an hour, introduced as a result of such breakthroughs.

5. From Knowledge Codification and Databases to Trade able Knowledge Assets: Many other companies are now realizing the opportunities from trading their databases e.g. fleet car managers are now trading privileged information on car reliability with partners.

6. From Knowledge Processes to Knowledge Objects: Just as computer applications are going object oriented, so too will the application of knowledge. We will package knowledge as objects (that might include an information record, a multimedia clip, and access to a person) that can be manipulated and transmitted in different ways. There will be knowledge markets for them - precursors e.g. for intellectual property design rights, already exist.

7. From Knowledge Maps to Knowledge Navigators/Agents: Maps are static representations of objects, and without extensive real time map making capability (which could happen in the future) we need other ways to find existing and emerging knowledge. These will be human brokers (people with know-where and know-who) and intelligent software agents.

8. From Knowledge Centers to Knowledge Networks: Although aggregating knowledge and knowledgeable people at knowledge centers gives critical mass, a more effective model may well be local nodes of expertise interconnected through human and computer networks i.e. the virtual knowledge center.

9. From Knowledge Communities to Knowledge Markets: Communities are emerging that provide an effective vehicle for knowledge exchange. But as knowledge acquires value, and becomes ‘productized’ as objects these communities will develop payment mechanisms and other trappings of a market place. The phrase "a penny for your thoughts" will have real meaning in future.

10. From Knowledge Management to Knowledge Innovation: Management implies custodianship and managing what you know - innovation is creating something new and better, and that surely must be the ambition of all existing knowledge managers.
7. Challenges for Managing Knowledge

Most often knowledge lies within an organization implicitly, out of sight, undervalued and underused. Often, it leaves the building when the employees walk out of the company along with them. Managing the flow of knowledge around an organization is a challenge. Shadbolt & O’Hara, Kieron. (2003) recognize that the Knowledge management process normally face six challenges at each stage of the process flow and failing to meet any of these challenges can spoil an organization’s ability to use its knowledge assets to its best advantage. The six challenges are as follows:

1. Knowledge Acquisition: The challenge here is to get hold of the information that is around, and turn it into knowledge by making it usable. This might involve, for instance, making tacit knowledge explicit, identifying gaps in the knowledge already held, acquiring and integrating knowledge from multiple sources. Knowledge acquisition (KA) is a field which has reached a certain level of maturity. It began as part of the drive to build knowledge-based systems, and was a line of research devoted to developing methods and software tools to provide knowledge content for such systems.

2. Knowledge Modeling: Modeling bridges the gap between the acquisition of knowledge and its use. Knowledge model structures must be able to represent knowledge so that it can be used for problem-solving. One important knowledge modeling idea is that of ontologies, which are specifications of the generic concepts, attributes, relations and axioms of a knowledge base or domain. Ontologies can act as placeholders and organizing structures for acquired knowledge, while also providing a format for understanding how knowledge will be used.

3. Knowledge Retrieval: When a knowledge storehouse gets very large, finding a particular piece of knowledge can become very difficult. There are two related problems to do with knowledge retrieval. First, there is the issue of finding knowledge again once it has been stored, understanding the structure of your archive in order to navigate through it efficiently. And second, there is the problem of retrieving the subset of content from the repository that is relevant to a particular problem.

4. Knowledge Reuse: One of the most serious barriers to cost-effective use of knowledge is that often knowledge bases or systems are constructed afresh. It is unusual for problem-solving experience or domain content to Knowledge Management: Why Do We Need It for Corporate be acquired and then reused, partly because knowledge tends to require different representations depending on the problem-solving that it is intended to do. Understanding the use and application of knowledge would enable more leverage to be gained from the knowledge already at hand, thereby increasing the returns on the investment in those knowledge assets.

5. Knowledge Publishing: The challenge of publishing or disseminating can be described as getting the right knowledge, in the right form, in the right place, to the right person, at the right time. Different users will require knowledge presented and visualized in different ways, and the quality of such presentation is not merely a matter of preference, but can radically affect the value of the knowledge to the user. Getting presentation right will involve understanding the different perspectives of people with different agendas, while an understanding of knowledge content will help to ensure that important related pieces of knowledge get published at the appropriate time.

6. Maintenance: The last challenge is to keep the knowledge repository functional. This may involve the regular updating of content as content changes (e.g. as price lists are revised). But it may also involve a deeper analysis of the knowledge content. Some content has a considerable longevity, while other knowledge dates very quickly. If a repository of knowledge it to remain active over a period of time, it is essential to know which parts of the knowledge base must be discarded and when.

8. Problems of KM in the Context of Bangladesh

According to Akkas (2014), there are factors that cause KM projects to fail in Bangladesh. These factors can demonstrate the dark side of this process for managers and reveal issues that may not be thought of or intentionally censored in the narration of successful experiences. Managers’ ignorance of these factors could jeopardize the KM projects and causes the eventual wastage of organizational resource. Researchers identified a number of important roadblocks that organizations typically face when implementing knowledge management programs. Respondents selected in the different organizations in Bangladesh have identified a good number of factors that cause abortion of KM initiatives.
Table 1: Failure Factors of KM

<table>
<thead>
<tr>
<th>No.</th>
<th>Failure Factors</th>
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<tbody>
<tr>
<td>01</td>
<td>Lack of leadership support</td>
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<tr>
<td>02</td>
<td>Negative attitude of management toward knowledge sharing</td>
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<tr>
<td>03</td>
<td>Inadequate organizational support and organizational culture</td>
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<tr>
<td>04</td>
<td>Improper budgeting and excessive cost</td>
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<tr>
<td>05</td>
<td>Lack of comprehensive and constantly assessment process</td>
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<tr>
<td>06</td>
<td>Lack of financial and psychological reward</td>
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<tr>
<td>07</td>
<td>Inadequate skill and knowledge managers and workers</td>
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<td>08</td>
<td>Lack of relevance, query and usability</td>
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<tr>
<td>09</td>
<td>An overemphasis on formal learning efforts as a mechanism for sharing knowledge</td>
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<td>10</td>
<td>Lack of intuition, experience, objective facts and personal insights of top level managers</td>
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<tr>
<td>11</td>
<td>Lack of comprehensive and control assessment process</td>
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<tr>
<td>12</td>
<td>Focusing knowledge management efforts only within organizational boundaries</td>
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<tr>
<td>13</td>
<td>Lack of trust and motivation</td>
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<td>14</td>
<td>Attempt to create a monolithic organizational memory</td>
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<td>15</td>
<td>The resistance of some managers and employees to sharing knowledge with others in the organization</td>
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<td>16</td>
<td>Loss of knowledge from staff defection and retirement</td>
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<td>17</td>
<td>Required relationship among workers are not established</td>
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<td>18</td>
<td>Failure to understand and connect knowledge management into individuals’ daily work activities</td>
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<tr>
<td>19</td>
<td>Top managers’ consistent support for KM was missing</td>
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<tr>
<td>20</td>
<td>Relationships of KM with real business issues were not clarified</td>
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<tr>
<td>21</td>
<td>Designed without input from all stakeholders</td>
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<tr>
<td>22</td>
<td>Contributors do not know the ideal specificity of knowledge</td>
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<tr>
<td>23</td>
<td>Failure to align knowledge management efforts with the organization’s strategic objectives</td>
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<tr>
<td>24</td>
<td>Afraid of the consequences of contributions</td>
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<tr>
<td>25</td>
<td>Rely on inadequate technology and inappropriate planning and decision-making, harmonization and evaluation</td>
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<tr>
<td>26</td>
<td>Do not enforce managerial responsibilities</td>
</tr>
<tr>
<td>27</td>
<td>Do not promote collaboration</td>
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<tr>
<td>28</td>
<td>Unable to show measurable benefits</td>
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<tr>
<td>29</td>
<td>Users do not perceive value in contributing</td>
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<tr>
<td>30</td>
<td>Creation of repositories without addressing the need to manage content</td>
</tr>
<tr>
<td>31</td>
<td>Serious problems with knowledge sharing because of the emphasis on using external knowledge sources</td>
</tr>
<tr>
<td>32</td>
<td>Insufficient resource allocation to KM initiatives</td>
</tr>
</tbody>
</table>

Source: Adapted from (Akkas, 2014)

9. Recommendations of the Study

Realizing the difficulties to manage knowledge, following recommendations have been made to manage knowledge effectively:

- Knowledge management has natural enemies. Many actions in the field of knowledge management can be successful only if the undertaking has full top-management commitment.
- Knowledge management must be rooted in organizational structures and in the corporate culture.
- Practically, knowledge-management activities depend on the voluntary contribution of employees. Therefore, management should be sensitive to the knowledge activities that are already going on within the company.
- Management needs to implement some organizational change in order to transform the corporate culture. Employees can have all sorts of reasons for not joining in and employees who see benefit in KM have a hard time changing the corporate culture accordingly.
- More funds should be allocated to create and distribute knowledge among the organizational members.
- KM needs to require a holistic and multidisciplinary approach to management processes and an understanding of the dimensions of knowledge work.
- KM should be the evolution of good management practices sensibly and purposively applied.
- KM requires a major shift in focus regarding the development and use of knowledge and information in increasing the effectiveness of any organization.

10. Conclusion

After having reviewed literature in KM, we conclude that the globalization brought the giant changes in business thoughts that had largely impact on many worldwide organizations. The organizations who want to endure in unpredictable markets should rapidly adapt to the new dynamics of KM. The knowledge is considered as strategic company’s resource, the source of competitive advantage and business success in the 21st century. To match with the challenging market, organizations need to focus on today’s KM concept as well as tomorrow’s viewpoint to cope up with the future. Most of the organizations are suffering a common problem, that is, they do not know what they know. The idea of KM has been shifting rapidly and understanding of KM both from short and long term perspective is very essential to run the organization successfully. And this study presents the shifts & challenges of KM that our business world is going to face. The result of more effective knowledge management has led to reduced operating costs, faster time-to-market for new products, better customer service, reduced risk and many other reported bottom line benefits. For successful implementation of the KM practice within an organization in Bangladesh.
it is essential that the KM organizational strategy is well defined and it should address issues such as organization’s goals and competitive advantage, access tacit knowledge, promote creativity, capture new learning and build a supportive culture.

References


"Everyday is a bank account, and time is our currency. No one is rich, no one is poor, we've got 24 hours each."
-Christopher Rice
Abstract

In the past, role of the children in buying decision of families had been negligible. In olden days children know only less about the products available in the markets than their parents. But due to development in digital media, children are the first to know about the products when they hit the market even before their parents. Nowadays, children act as a passive participant in families buying decision. Children not only choose the products which belong to them but they also have upper hand on products which are used by almost every other family member. In this study, the influence of children on family buying decision based on four selected products is taken into consideration. Thus various variables that have direct relationship with the families buying decision are discussed on this work. The results indicate that the type of child-parent influence strategy used and the type of marketer-child influence source affects the level of child's influence over the product.

Keywords: Children, Influencers, Buying behavior, Family Buying, Products, Services
Introduction

Children are the most important member of the family. Children over the age group (4 - 12 years) form an inevitable partner in their mothers buying decisions. Commercials mainly target the preschool and childhood age groups for increasing their sales through advertisements and other marketing perspectives. Children have come to constitute a very important consumer group that influences family purchases of various products in many ways. Thus, recognizing children as a primary market, an influencing participant, and a future market, children today are seen as different from past generations; especially the 8-12 year-old (called "tweens", as they are neither children nor teens but something between).

Literature Review

Now a days, kids were not only passive bystanders but they have taken a substantial place in the families and have a major influence on parental buying decisions. Kids were the center of attraction in any family irrespective of country and culture. They have been involved in all activities of the family. Products which are directly used by children are mostly decided by children themselves. Mainly teenagers apply emotional/pressure strategies for influencing their parents [Palan (1997)]. Teenagers are succumbed to consumers and under peer's compulsion to purchase the product of electronic goods like computer, games, gadgets [Mohanram (2012), Kumar (2013)]. They go for information search in respect of product features, services, quality, durability, price of competitive products and so on. Factors affecting children’s purchase requests to their parents and their parent's subsequent purchases for their children were freedom of a child's movements/behavior, product's visibility, child's gender, child's developmental stage, suitability of the good for consumption, strategy used in child's request, parent's income/family level and price of the good determine the number of purchases following a child’s request [Ebster (2009)]. The impact of demographic variables like gender and age of children and parental profession creates a major involvement of children in their families buying decisions [Kaur (2006), Ishaque (2014)].

Each generation has unique expectations, socializing way, experiences, lifestyles, principles, and demographics that affects their buying behaviors and their viewpoint about a product. Marketers need to create various marketing strategies appropriate to exploit each generation's characteristics and behaviors, particularly in terms of advertisement, outline view of products and services, and communication [Williams (2011)]. For promoting the product to children, consumers were using television, websites, online games, kid magazines, and marketing through schools, social responsibility applications and marketing efforts directed towards mothers/fathers [Goksel (2013), Gulla (2013)]. Marketing practices such as repetition, branded environments, using their favorite icon person in advertisements and free prizes are effective in attracting children’s attention, making products stay in their memory, and influencing their parents purchasing choices [Omar (2012)]. Other factors affecting children's influence include children demographic characteristics like behavior, friend circle, way of communication, culture, environment, gender and age of the children. Studies on gender have shown that boys were more influential for products like video games and PlayStations whereas girls are influence was seen to be high in household items like clothes, fashion items, make-ups, bakery items and fancy writing papers [Ali (2011), Ishaque (2014)].

Table 1: Major factors influencing the buying decision made on the family

<table>
<thead>
<tr>
<th>Literature Study</th>
<th>Major Factors/Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hossein (2013)</td>
<td>Demand (opinion) of children, acceptance of family, family conditions and products features and relationship between these variables</td>
</tr>
<tr>
<td>Thomson (2007)</td>
<td>Coalition strategy, family communication style</td>
</tr>
<tr>
<td>Kaur (2006)</td>
<td>Gender &amp; age of children, parental profession</td>
</tr>
<tr>
<td>Goksel (2013)</td>
<td>Arrangement of product, price, place, promotion in kids marketing (4P)</td>
</tr>
<tr>
<td>Gulla (2013)</td>
<td>Entertainment, Likability, Credibility and Informativeness</td>
</tr>
<tr>
<td>Calvert (2008)</td>
<td>Online advertising, stealth marketing</td>
</tr>
<tr>
<td>Mohanram (2012)</td>
<td>Child's strategy - Pressure / logical, parent type - consultative / authoritative</td>
</tr>
<tr>
<td>Omar (2012)</td>
<td>Product type, kids age and parent’s communication style</td>
</tr>
<tr>
<td>Kumar (2013)</td>
<td>Education of parents, their profession, income, parents marital status, family type, types of product</td>
</tr>
<tr>
<td>Williams (2011)</td>
<td>Multi - generation strategy</td>
</tr>
<tr>
<td>Ali (2011)</td>
<td>Children's gender &amp; age, mother's age, family income</td>
</tr>
<tr>
<td>Ebster (2009)</td>
<td>Product's visibility, age of children, suitability of the good for consumption, strategy, parent's income, price of goods</td>
</tr>
<tr>
<td>Ishaque (2014)</td>
<td>Family size, media marketing, dual career family</td>
</tr>
<tr>
<td>Nickerson (2001)</td>
<td>Visitor survey, different approaches to adults/children</td>
</tr>
</tbody>
</table>
Conceptual frame work of the study

Table 2: Child’s influence in buying process of Families

<table>
<thead>
<tr>
<th>Children’s source of motivation</th>
<th>Children’s strategies to persuasion process</th>
<th>Selected product categories</th>
<th>Responses of Parents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial source of influence</td>
<td>Any kind of child oriented strategies (sentimental/neccessity based)</td>
<td>Electronic games</td>
<td>Purchase, Price, what, where, and when</td>
</tr>
<tr>
<td>List of sources</td>
<td>Result of the strategy is work or not</td>
<td>Unhealthy eatables</td>
<td>Yes/ No</td>
</tr>
<tr>
<td>Viewpoint of parent and child</td>
<td>Approach with father/mother</td>
<td>Child clothing</td>
<td>Father/Mother</td>
</tr>
<tr>
<td>Prime source</td>
<td>Educational strategy</td>
<td>Child stationeries</td>
<td>As per the requirements</td>
</tr>
</tbody>
</table>

Statement of the Problem

From the above review of literature, researcher has been identified the problems such as demand of the family, style of communication, child’s and parental strategy, gender & age disparities, marketing mix of the product, advertisements of the product, usage of internet to sell/purchase the product and social status of the parents are the main constraints to influence of children on parent’s buying behaviour.

Objectives of the Study

The followings are the major objectives of the study:

1. To identify the child’s influence in family buying process.
2. To identify what source motivates the children to ask for that product.
3. To identify and analyze major strategies used by children to persuade their parents.
4. To identify the children influence level on selected product categories.
5. To investigate how parents respond to their influence.

Need for the study

Children are recognized as a primary market for consumers with their own spending power. This has created a significant kids marketing. Marketers promote their adult products by appealing to kids who are growing up earlier. When kids are very young, they are interested in toys and whatever goods their parents buy. But soon, toys are replaced by other more adult products as they start to act as small adults. These changes make children look like small sized adults in their clothing and in their consumer behavior in general.

Indian Context

Indian society vastly differs from the west in terms of family structure, culture, principles, and behavior, it is more important to understand the children’s influence in purchase decision made in families in India. The spending power of children in India is different compared to other countries but still they play a key role in Indian families.

Tweens

This work is based on analysis of young children role on the buying process. The group tween referred to is about 8 to 12 years old and are neither children nor teens. Children are growing up faster, are more connected, straight forward and well informed. Thus, by influencing product preferences effectively in childhood, then these preferences may continue to them in their adulthood and become strong preferences. Children are not only important as individual future consumers but also as an influencing market to pester their adult parents to buy that product.

Research methodology

Sample type

The study was carried on a sample of 300; 150 children (50% girls and 50% boys) and 150 parents (50% males and 50% females) from Pondicherry during 2009-2013 for every three months.

Sampling technique

Data was collected by interacting with the parents and children with the help of structured questionnaires using non-probability sampling technique. Only one parent was chosen from a family for the study. The responses had been collected separately for parents and children at the same time from their homes. And answers to several standard questionnaires such as what they buy, how often, when, where they learn, etc. are gathered.

Products focused

The four products under consideration in this study were electronic games, unhealthy eatables,
child clothing and child stationeries. Electronic games comprises of electronic gadgets and computer games, x-box, play station, toys. The eatables includes soft drinks, ice creams, chocolates and child clothing form trendy fashion cloths with their accessories such as shoes, bracelets. The child stationeries include school kits such as fancy anime/fairy bags, pencil boxes and their items, stickers.

Impact of events over the period of year which support child's influence
Each category of goods has up-level during certain period of year. It is observed that 80% of parents present their children with electronic goods like games or toys in their school holidays which fall on April to June and mainly on fourth quarter of the year due to compliments (festival season on east). And clothing which have a upright in October to November because of the chillness of weather and on April to June due to school starting uniform order. Stationers also see an upright at school opening time. Finally, eatables are the only category whose sale is randomly distributed over the four quarters. Even though, the sale of eatables increases a level up to small bit in second holiday quarter. Analysis shows that the most of goods purchased above are due to the influence of the children over their parents. Thus children use various strategies to influence their parents into buying those goods.

Variables in the study
Variables which are considered along this study were,
1. Source used by marketers to influence the children.
2. Effect of events over year which support the child's influence.
3. Strategy used by children to influence their parents.

Results of the Study
Impact of various influencing sources on the children
Various influencing techniques are being used to attract the child's attention, interest and increase their parents purchasing behaviour. Today, marketers use many channels and alternative media mixes to increase their campaign's effectiveness. Popular influencing techniques are Tv Advertisements, Website Banner ads, Social online media, Advergaming, Event Sponsorship, Marketing at School, Designed Packages, etc.

It is analyzed that mostly children influence parents based on products appearing in television ads and online social media ads. Nearly 87% of products television advertisements appear during the child's programs. Children see those ads even before their parents and pester their parents to buy that product.

Impact of events over the period of year which support child's influence
Each category of goods has up-level during certain period of year. It is observed that 80% of parents present their children with electronic goods like games or toys in their school holidays which fall on April to June and mainly on fourth quarter of the year due to compliments (festival season on east). And clothing which have a upright in October to November because of the chillness of weather and on April to June due to school starting uniform order. Stationers also see an upright at school opening time. Finally, eatables are the only category whose sale is randomly distributed over the four quarters. Even though, the sale of eatables increases a level up to small bit in second holiday quarter. Analysis shows that the most of goods purchased above are due to the influence of the children over their parents. Thus children use various strategies to influence their parents into buying those goods.
not working at all in getting the adolescent what she/he wanted. Table 3 lists the four influence strategies as perceived by children.

Table 3: Definitions of major strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pressure tactics</td>
<td>The child makes demands, uses, and threats or intimidates parents to comply with his/her request.</td>
</tr>
<tr>
<td>Upward appeal</td>
<td>The child seeks to persuade parents, saying that the request was approved or supported by an older member of the family, a teacher or even a family friend.</td>
</tr>
<tr>
<td>Exchange tactics</td>
<td>The child makes an explicit or implicit promise to give some sort of service such as washing the car, cleaning or other sorts of service, in return for the favor.</td>
</tr>
<tr>
<td>Coalition tactics</td>
<td>The child seeks the aid of others to persuade parents to comply with his/her request or uses the support of others as an agreement to agree with him/her.</td>
</tr>
</tbody>
</table>

Fig. 3: Influence of Children on selected products

Fig. 3 shows that for more-frequent shopping goods like eatables, children follow exchange strategy since it has to be purchased on frequent level. Whereas for less-frequent shopping items like toys or computer games, children follow pressure tactics to influence their parents.

Impact of child’s influence on parent’s budget and their response

Fig. 5 shows the initial response of their parents to their children. Most of the parents responds immediately ‘yes’. Later they try and convincing them to buy good brands and further discuss about the product with they. But in few case, parent due some critical factors like low family budget, cost of product they say ‘no’ and try to convince them. And mostly children agree to their parents but in some case they get angry and argue or keep nagging. But within few hour, children agree to their parents and leave that matter.

Fig. 4: Items purchased due to child’s influence during 2009-2013

Fig. 6: Effect on family budget due to child influence during 2009-2013
Conclusion

Thus the depth and source of influence of children on parents buying behavior for four distinct products are analyzed. It is found that the children influence in their families purchasing decision was found to be varied based on various parameters such as influence source, influence strategy, period of year, product usage, frequency of item purchasing family finance etc. It is found that most parents buy the goods demanded by children immediately. And most of the parents fulfill their child’s demands due to their belief that their child decision is good and to keep them happy. Similarly parents mostly accept their child’s decision on small budgets goods while during large investments they try to convince their children to follow their decisions.

References


1. BACKGROUND

Bangladesh economy is performing strongly in the recent years against backdrop of the global economic slowdown. According to the latest report of the World Bank, Bangladesh's growth prospect is the second highest among eight-nation SAARC region. The country's GDP is expected to grow at 6.5% consistently over the next year supported by healthy agricultural production along with a recovery in services and domestic demand. Rise in industrial growth to 9.6 percent in FY15 from 8.2 percent in FY14, decline in inflation to 6.4 percent in FY15 from 7.3 percent in FY14, reduced lending rates, stable exchange rate and continued increase in foreign exchange reserve build up has propelled the growth. According to a HSBC survey of twenty five countries, Bangladesh records the highest Trade Confidence score to 131, despite the weaker global GDP growth of 1.9 percent.

The Goldman Sachs research termed BRIC countries (Brazil, Russia, India and China) as the economies with the greatest development potential to 2050. It has termed Bangladesh as one of the next eleven (N11) countries having high economic potential. According to UK-based banking giant HSBC forecast Bangladesh will post strong economic growth and see a bullish trend in exports up to 2030 implying that this would attract more foreign direct investment. According to a CPD research external factors such as export, import, remittances and foreign aid have always played important role to Bangladesh economy and key to the breakthrough lies in effective integration of Bangladesh economy with the global economy. All these growth trend indicate that the country's potential for accountancy practice would be immense.
2. PRACTICING OPPORTUNITIES

The practicing opportunities available for CMAs in Bangladesh may be classified as: Statutory Audit, Compliance Certification and Consultancy Functions. The current scope in each of these functions is:

A. Statutory Audit
a. Cost Audit of Listed Companies

Section 220 of Companies Act, 1994 mentions, "...the Government may, by order, direct that an audit of cost accounts of the company shall be conducted in such manner as may be specified in the order by an auditor who shall be a Cost and Management Accountant within the meaning of the Cost and Management Accountants Ordinance, 1977 (LII of 1977)". In pursuance to above provision, the Ministry of Commerce has directed for Cost Audit of a total of eighty eight (88) companies in Sugar, Fuel & Power, Jute, Textile, Pharmaceuticals and Fertiliser factories. Among them the Audit is done intermittently in most sugar and few of the jute, fuel & power sectors. Despite several reminders from the Ministry of Commerce the audit is not done in most of them.

b. Cost Audit for Public Issue

As per most recently issued BSEC (Public Issue) Rules, 2015, Rule 3(f) dated 28th December, 2015 all companies shall have to get the Cost Audit done by the Cost and Management Accountants, where applicable, before filing application for a public offer. This audit would be applicable for all the companies mentioned above. This has opened up new avenue of practice for CMAs in all the above companies.

c. Maintenance of Cost Accounting Records

As per amended Cost Audit (Report) Rules 1997 vide SRO No. 17-Law/2005 dated 17 January, 2005 the selected companies are required to maintain ‘Cost Records’. As per Rules the cost records are to be maintained by the companies on regular basis for every financial year on monthly or quarterly or half-yearly or annual basis. Implementation of Cost Accounting Records is mandatory for the companies where cost audit has been made mandatory. Every company on which Cost Accounting record rules have been made compulsory shall have to keep cost records on regular basis. Such requirement has opened up consultancy opportunities in the prescribed companies.

B. Compliance Audit
a. Corporate Governance Compliance Audit

According to Bangladesh Securities and Commission (BSEC)'s Notification No. SEC/CMRRCD/2006-158/134/Admin/44 dated 07 August 2012 each listed company is required to obtain a certificate from a practicing Cost and Management Accountant or Chartered Accountant or Chartered Secretary regarding compliance of conditions of Corporate Governance Guidelines of BSEC and shall send the same to the shareholders along with the Annual Report on annual basis. Through this notification for the first time the cost and management accountants have got statutory mandate of certification status of corporate governance in all the listed companies. This is a wide opportunity for CMAs as all the 341 listed companies are under the scope of this audit. Some CMAs are doing this audit but the coverage is much less than it should be.

C. Consulting Opportunities
a. Transfer Pricing

As per section 107F of Income Tax Ordinance 1984 the DCT may require a report from a Cost and Management Accountant or Chartered Accountant regarding all or a part of the information, documents and records of Transfer Pricing to be furnished under section 107E. This is also a new provision in the Finance Act 2015 and CMAs need to grab the opportunity.

b. Income Tax Practice or Appearance as Authorized Representative or ADR Facilitator

Cost and Management Accountants are entitled under section 174(2)(e) of the Income Tax Ordinance 1984 to act as an "authorized representative" to appear before any income tax authority or the Appellate Tribunal on behalf of an assessee. CMAs are also entitled under section 174(2)(f) of the Income Tax Ordinance 1984 to get license for tax practice as an ITP (Income tax practitioner) registered by the National Board of Revenue (NBR) without further examination conducted by the NBR, as per the provision of Rule 37(2)(v) of the Income Tax Rules 1984. For ITP purpose, CMAs have to follow the procedures laid down in Rule 37(3). In accordance with the proviso to clause (f) of sub-section (2) of section...
174, “an income tax practitioner shall be a member of any registered Taxes Bar Association”. CMAAs having professional practicing experience of at least eight years are also eligible to become a member of the Taxes Appellate Tribunal under Section 11(3)(v) of IT Ordinance, 1984 to exercise the powers and functions of the Tribunal. And other way, as stated above, CMAs are also entitled to appear before the Appellate Tribunal in connection with any tax proceedings vide Section 174(2)(e) of Income Tax Ordinance 1984.

Provision for resolving income tax disputes lying with any income tax authority, Taxes Appellate Tribunal or Court through Alternative Dispute Resolution (ADR) was introduced by inserting Chapter XVIIIIB in the Income Tax Ordinance 1984 by the Finance Act 2011. As per section 152K, for functional purpose of ADR, the NBR may select or appoint Facilitator. According to rule 10(d) of the Income Tax Dispute Resolution (Procedure) Rules 2012 [SRO No. 68-Ain/Aykar/2011, dated 05.03.2012], a CMA having at least 10 (ten) years of experience on income tax is eligible to act as an ADR Facilitator Very limited number of CMAs are practicing in these areas.

c. Licensed VAT Adviser

As per provision of rule 4(1)(c) of the Value Added Tax Adviser (License) Rules 1996 [VAT SRO No. 117-Ain/98/178-Musak, dated 11 June 1998], a Cost Accountant is eligible for getting license for practicing as a licensed VAT Adviser subject to fulfillment of some other conditions (written and oral examinations). Same conditions are applicable for chartered accountants who can also work as a Facilitator of the VAT ADR as per rule 5(1)(c) of the Value Added Tax (Alternative Dispute Resolution) Rules 2012 [VAT SRO No. 117-Ain/98/178-Musak, dated 11 June 2012]

d. Other Areas

In order to avail professional service, Bangladesh Bank also encourages involvement of CMAs in various tasks of the central or commercial banks. Besides the above, the CMAs are also competent to practice or do consultancy in the following areas:

a. Inventory Audit;

b. Internal Audit;

c. Management/Performance Audit;

d. Business process re-engineering and SOP development;

e. Project feasibility study and value chain analysis;

f. Annual business plan development;

g. Financial and cost accounting system development, implementation and outsourcing;

h. Performance monitoring and evaluation;

i. HR recruitment and training;

j. Supply chain optimization and management study;

k. Productivity improvement;

l. Market survey and research;

m. Socio economic survey;

n. Corporate registration functions (with RJSC, BOI, CCIE & others);

o. Work force optimization;

p. Business process translation for ERP development;

q. IT infrastructure development and implementation;

r. Environmental compliance and management;

s. Corporate valuation services;

t. Total Quality Management, Lean Management and KPI Analysis;

u. Monitoring & Evaluation of System and Project;

v. Develop & Implement Inventory and Fixed Assets Management System.

3. CHALLENGES

In Bangladesh the Cost Audit is at its nascent stage. Despite issue of a number of directives by government little progress could be made so far. The possible reasons are:

a) There is lack of awareness about the benefits of Cost Audit among the administrative ministries and policy regulators.

b) Maintenance of record rules for the sectors/units where cost audit has been introduced is mandatory. Lack of awareness about the uses of record rules is the main reason for no-compliance.

c) Some of the cost accounting record rules have become outdated in view of changes in technology, business process and other external factors.

d) To ensure standard application of cost accounting system and quality audit there is strong need for developing/adapting Cost Accounting Standards. The Institute has so far issued ten standards (BCAs) and few more are in the pipeline. Along with issuance of BCAs, there is strong need for their uses by the

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\[\text{Here, "Cost Accountant" designation is used in place of "Cost and Management Accountant".}\]
practicing cost accountants, regulators and academicians.

e) Capacity building is one of the prime concerns for the profession. Due to limited practicing experience the CMAs’ technical capability has not developed much.

f) As per section 22(1) of the recently enacted Financial Reporting Act, 2015 the Financial Reporting Council’s functions would mostly be through the following four divisions:

   i. Standards Setting Division;
   ii. Financial Reporting Monitoring Division;
   iii. Audit Practice Review Division; and
   iv. Enforcement Division.

These Divisions, among others, would oversee the Cost Audit reporting, audit quality and other enforcement activities. CMAs would therefore be under the strict scanner of FRC. This calls for immediate measure in these areas by the Institute.

4. WAY FORWARD

a. There is no alternative to persuasive presentation with administrative ministries, regulators and company management, where cost audit has been prescribed, regarding the benefits of cost audit. ICMAB is required to take up some pilot projects for developing cost accounting models for selected sectors like: textile, fertilizer, jute, pharmaceuticals, fuel & power, edible & vegetable oil, cement, power generation, banking, NBIs, etc. Demonstrating and implementing these projects can help convince the target customers about the benefits on the one hand and develop the practitioners’ technical capability on the other. It should be bottom up approach rather than top down.

b. The Institute has recently setup a Cost Audit and Management Consultancy centre. The main objective of the venture is to provide institutional support to the members to get involved in cost audit and provide consultancy services to the corporations, Government bodies, local and multinational private sector business organizations and individuals. In the process this can create a brand image of the Institute in the corporate arena. The Centre is working to solicit consultancy jobs for the members. The CMAs willing to get involved in practice can get the support of the center. This would also help provide the members a platform to grow their professional competence and market exposure for practicing in the designated field.

c. Voluntary efforts are required to implement the record rules in the organizations where cost audit has been made mandatory. ICMAB may also propose for the services to the organizations concerned. This can also help soliciting consultancy job for the members.

d. Adopting standard reporting format and maintaining audit quality are the prerequisites for effective implementation of Cost Audit.

e. There is also need for creation of Audit Implementation Cell to monitor implementation of Cost Audit, Cost Accounting practice and Cost Audit Quality Assurance.

f. There is need for preparing Cost Accounting and Cost Audit manual for the sectors where Cost Audit has been made mandatory.

g. Projects to update the cost accounting record rules may be taken immediately.

h. Marketing of CMA’s services is also important to make practicing efforts successful. The CMAs of the Institute are working in different multinational, local public and private sector and global development partners. They can play a catalytic role for arranging consultancy assignment for the practicing members.

i. Training programs on cost audit, corporate governance audit, transfer pricing, tax practice and a host of other related areas can help build capacity of the CMAs.

IFAC has issued a paper on Practice Management4 to help improve the management and operational efficiency of practices, especially small and medium-sized accountancy practices, to address opportunities and challenges; improve their competitiveness, profitability and sustainability; enhance their expertise, competence, and efficiency; create an environment conducive to the provision of high-quality services; and showcase global best practices and latest practice management techniques. According to the paper the key aspects of practice management include: Strategy and planning, Practice models, Business development, Networking, Marketing, Human resource management, Information technology and Risk management. CMAs choosing practice as career should follow these guidelines.

“We have to build the Road we want to walk through!”

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Abstract

This paper scrutinizes the practices of corporate social responsibility (CSR) by non-bank financial institutions (NBFIs) in Bangladesh. The purpose of the study is to observe the framework of CSR areas and contribution to those areas by the NBFIs of Bangladesh. The study found that the contribution amount by the NBFIs to CSR activities is very insignificant in proportion to their profit amount. The study suggests that a proper guideline by the government regarding CSR contribution, involvement of large corporation in CSR activities and mandating CSR disclosures in the annual report will fulfill the intended goals of the corporate organizations and also ensure a successful and sustainable development of the society.

Keywords: Corporate social responsibility, Non-bank financial institutions, Framework of CSR, Contribution, Disclosure.
Introduction

Business is an inseparable and embedded part of the society (Alam et al. 2010). The dynamics of business has crossed its boundaries set decades back and has introduced strong motifs of societal well-beings in dispensing business and fiduciary duties. The role of business worldwide and specifically in the developed economies has evolved over the last few decades from classical "profit maximizing" approach to a socially responsible approach, where businesses are not only responsible to its stockholders but also to all of its stakeholders in a broader inclusive sense. Besides conducting business activities and pursuing economic gains, business houses also have several other roles and responsibilities towards society such as the social and environmental responsibilities and business contributions that would benefit the society at large (Preston and Davis and Blomstrom 1971; Sethi 1975). Corporate organizations are playing an important role in social development through sharing their profit for many compassionate and humanitarian activities under the rubric of corporate social responsibility (CSR).

A company’s sense of responsibility towards the community and environment (both ecological and social) in which it operates called corporate social responsibility. Corporate social responsibility is not only an act for humanity but also to provide good working environment to an organization’s employees, to pay just remuneration, to give regular leave, to care as a human being and to care environment of the society (The Daily Prothom Alo). Backman (1975) identified CSR activities as: “employment of minority groups, reduction of pollution, greater participation in programs to improve the community, improved medical care, improved industrial health and safety-these and other programs designed to improve the quality of life are covered by the broad umbrella of social responsibility”. Business organizations in the society are accountable to implement different socially desirable activities not only for stakeholders concern but also for different external parties. CSR reporting can be a significant part in the financial reporting while it provides information to different stakeholders (Weygandt et al. 2011) and as an additional part of social report would provide information relating to whole environmental concern to society. The system of providing information may vary from company to company, country to country (Azim et al. 2011) but the common media of providing information is financial statement. However, there does not exist a universally accepted theoretical framework for corporate social and environmental reporting. Corporate social responsibility is not the only ethical dilemma that financial institutions face in an atmosphere of corrupt corporate practice (Azim et al. 2011) but also these institutions are concerned with commitment for sustainable development but execution of such development procedural functions through compliance with CSR guidelines is difficult. Currently in Bangladesh, CSR is a matter of self-interest for the corporate sector (Azim et al. 2009). There is a crying need for an in-depth study into the quality, quantity of corporate social disclosure and identification of areas for future improvement so that transparency can be ensured. CSR reporting focuses vary by business, by size, by sector and even by geographic region. The area of CSR reporting is quite big and it includes all the good practices that increase the business profitability and can preserve interest of all stakeholders. Bangladesh is a developing country and thus compared to global competitiveness and demand, the CSR practices and standards are being implemented in Bangladesh (Alimullah, 2006) poorly. We have yet to go a long way and are still lagging behind. For better and enhanced performance, CSR rules and reporting implementation is thus now need, not merely demand. Bangladesh Bank as the central bank in Bangladesh has taken initiatives to motivate the banking and non-bank financial companies to play role toward the welfare of the society by ensuring CSR. Keeping this fact in mind, this study attempts to explore to what extent the listed NBFI’s in Bangladesh are engaged in CSR activities.

Objectives

The main objective of this study is to explore the CSR practices and disclosures of the NBFI’s in Bangladesh. Specifically, this study will consider the following:

- To gather the knowledge about CSR activities of NBFI’s
- To identify the major areas where CSR activities are being performed by NBFI’s
- To compare and analyze the contribution of CSR activities of NBFI’s

Literature Review

Corporate social responsibility (CSR) is a concept whereby companies integrate social and
Hossain and Haque (2005) found a significant statistical difference in sales revenue and in employee size between companies having environmental disclosure and companies not having environmental disclosure in Bangladesh. Similarly, the other powerful stakeholders that have significantly shaped the issues and brought these to public sentiment are the state regulatory bodies, media, NGOs in addressing social responsibility issues in banking sector (Jeucken, 2001; Bourma et al, 2001; Baron, 2000; Bhattacharya, 2004; Decker, 2004 Wilmhurst & Frost, 2000; Patten, 2002) and these stakeholders' strong engagements have the likely impact to be a main driver to revolutionize in CSR and CSR reporting practice. The traditionalists might see this as a conflict between a firm's "concerns for profits" versus its "concern for society," but it is suggested here that this is an oversimplification. Masud (2011) found CSR practices are quite scant rather than profit.

Victoria and Mahboob (2009) explored the nature and extent of CSR reporting in the conventional banking sector in Bangladesh and to assess the need to improve CSR by such firms. Wise & Mahboob Ali (2010) further extend their work by concentrating to the nature and extent of corporate social responsibility disclosure in the banking sector in Bangladesh. Samina (2012) in her study 'Practice of Corporate Social Responsibility in Islamic Banks of Bangladesh' tried to find the present level of mandatory and voluntary CSR of the full fledged Islamic banks in Bangladesh. Alam et al. (2010) Sharma (2011) in a study named 'CSR Practices and CSR Reporting in Indian Banking Sector' mention CSR recognizes an organization's commitment to operate in a socially responsible manner. But CSR activities of developing nations are not so rosy. Particularly in financial sector, there is an absence of stringent provisions regarding compliances and reporting CSR. Common CSR practices in Bangladesh by different organization are centered on mainly poverty alleviation, healthcare, education, charity activities, cultural enrichment, youth development, women empowerment, patronizing sports and music etc.

Data & Methodology

The study is exclusively a descriptive research and thus it is purely based on the information from secondary data sources. The data collected for the purpose of the study involve the examination of annual reports of selected NBFIs, documents,
magazines, books, journals, various newspapers, and subject related websites and research documents.

In order to compute the trend of CSR practices over time, contribution and donation as CSR and profit after tax are used in this study from the sample of 15 companies with a sample period of 5 years from 2010 to 2014. The sample was extracted from listed companies in the Dhaka Stock Exchange. Random sampling method has been followed to select 15 companies from 23 listed companies. Table 1 presents listed companies and number of the companies taken as samples.

<table>
<thead>
<tr>
<th>Sector</th>
<th>No. of Companies Listed with the DSE</th>
<th>No. of Companies Taken as Samples</th>
<th>% of Companies Taken as Samples</th>
<th>No. of Years of Sample Company</th>
<th>No. of Firm/Years of Sample Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Institutions</td>
<td>23</td>
<td>15</td>
<td>65%</td>
<td>5</td>
<td>71</td>
</tr>
</tbody>
</table>

Table 1: Details of companies taken as samples

Framework of CSR Areas

Under the SRO No. 270-Ain/2010, issued 01.07.2010 from the Government of the People's Republic of Bangladesh, has specified 22 areas of CSR activities for enjoying 10% tax rebate. The areas include (1) Donation to organizations engaged in clean water management (2) Donations to organization engaged in afforestation; (3) Donations to organizations engaged in beautifications of cities; (4) Donations to organizations engaged in waste management; (5) Donations for redressing the hardships caused by natural calamities such as cyclone, earthquake, tidal wave and flood challenged through Government organizations; (6) Donations to organizations engaged in establishment and management of old persons homes; (7) Donations to organizations engaged in the welfare of mentally or physically handicapped persons; (8) Donations to educational institutions run for the purpose of education of rootless children; (9) Donations to organizations engaged in projects on accommodation for the slum dwellers; (10) Donations to social organizations engaged in publicity of movements relating to women's rights and anti-dowry practices; (11) Donations to organizations engaged in feeding and clothing and sheltering and rehabilitation of orphan/rootless children; (12) Donations to organizations engaged in research on independence war, regaining and expansion of the consciousness of the independence war and the act of honorable living of the freedom fighters; (13) Donations to organizations engaged in healthsome situation in Chittagong Hill Tracts, char areas and areas surrounding breaking up of bank of river; (14) Grants to organizations engaged in treating cleft lips, cataract, cancer, and leprosy; (15) Grants to organizations engaged in treating acid victims; (16) Donations to hospitals engaged in providing free medical treatment to poor patients and specialized for developing the quality of treatment, such as cancer, liver, kidney, thalassemia, eye and cardio; (17) Donations to organizations distributing freely at the level of use of birth -control products with a view to solving the population problem and to conduct camps for voluntary sterilization; (18) Grants to public universities; (19) Expenditure incurred through educational institutions recognized by Government for providing technical and vocational education for meritorious poor students; (20) Money invested in establishing lab for providing training on computer or information technology and in establishing infrastructure or in purchasing educational materials for implementing English education in public /private educational institutions (under Monthly Pay Order or MPO); (21) Donations to organizations engaged in providing technical and vocational training to unskilled or semi-skilled labor for export of human resources; and (22) Donations to organizations involved with infrastructure of sports and provision of training at national level. This study considers the above mentioned areas to calculate the amount of contribution as CSR activities. However, any contribution in addition to the above 22 areas is also considered a part CSR activities for the purpose of the study.

Findings & Analysis

We now evaluate the CSR practices and disclosures of non-bank financial institutions on the basis of their extent of disclosures of contribution towards CSR activities and the profit after tax. Table 2 below shows the overall results found from the annual reports of 15 sample non-bank financial institutions the details of which are given in the appendix. The table shows the average results of contribution as CSR and net profit for a specific year as well as for the sample period as a whole.

<table>
<thead>
<tr>
<th>Year</th>
<th>Average CSR Contribution (Tk. in millions)</th>
<th>Average Profit After Tax (Tk. in millions)</th>
<th>Percentage of CSR of Net Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1.40</td>
<td>717</td>
<td>0.19%</td>
</tr>
<tr>
<td>2011</td>
<td>1.03</td>
<td>473</td>
<td>0.22%</td>
</tr>
<tr>
<td>2012</td>
<td>1.07</td>
<td>503</td>
<td>0.21%</td>
</tr>
<tr>
<td>2013</td>
<td>2.59</td>
<td>473</td>
<td>0.55%</td>
</tr>
<tr>
<td>2014</td>
<td>3.06</td>
<td>788</td>
<td>0.39%</td>
</tr>
<tr>
<td>Average</td>
<td>1.90</td>
<td>586</td>
<td>0.32%</td>
</tr>
</tbody>
</table>

Source: Constructed by the author based on data from annual reports

Table 2: Relationship of CSR contribution to net profit
With industrialization, the impacts of business on society and the environment assumed an entirely new dimension. For this, Corporate Social Responsibility has become a criterion of socially lawful business endeavor and the acceptance of it is growing day by day. Countries of developed economy have taken the idea of "Social Responsibility" with that of "Achieving Highest Profit." Through CSR activities corporate organizations can carry out social and philanthropic activities for furthering equitable and sustainable social development. The study revealed that the overall CSR activities of the sample NBFIs are very poor and most importantly contributions in the area of clean water management, forestation, waste management, and old person’s homes, accommodation for the slum dwellers, women’s rights and anti-dowry practices, birth control products etc. are totally absent though they have shown better concentration in education and health related CSR. As the above mentioned areas in which NBFIs have no contribution play significant role in the socio economic development of the country, they must spend more in such areas. The contributions of the NBFIs towards the retention of our culture and heritage, to save environment and to encourage sports are not up to the mark. This study has found out that CSR activities so far are merely implemented for maintaining business policy without really nurturing social and generous intentions and social accountability. Hence, NBFIs should increase their contribution in those areas. To motivate the banks to contribute to society, the government provides tax rebate facility in limited areas which might be extended further to motivate them to contribute to the neglected areas. Again, NBFIs are mainly dependent on the customers for collecting and utilizing funds. So the customers should be more conscious about the CSR of NBFIs and they should prefer those companies which have higher contributions to CSR. It is also to be mentioned that the CSR disclosure is not mandatory in Bangladesh. As it is voluntary in nature, there is no specific guideline to disclose such activities in the annual report. Thus, Bangladesh Security and Exchange Commission (BSEC) should provide a guideline to be followed to disclose CSR related activities at least for the listed companies in Bangladesh. Since, CSR is very important, further study should be conducted for motivating companies to contribute in this area.

The above graph shows us that the NBFIs are coming forward to serve their society with greater contributions as compared to earlier years. This may be due to the efforts of the Bangladesh Bank, the Government, and other regulatory and law enforcing authorities.
It is very pathetic that despite being social units and despite exploiting social resources, the NBFIs are not taking care of the society in which they are operating. That is why CSR activities like other business activities should be made mandatory to certain percentage of profit or revenue, which may lead the NBFIs to report CSR activities in a better manner.

Though utmost efforts have been given to reveal the sector wise CSR activities of the listed NBFIs in Bangladesh, exclusion of factors like how much they contribute in a specific area of CSR out of the total fund in that sector and the output derived from their contribution constrained the expected results of the study. In this regard, there is wide scope for future research to find the effect of CSR activities in the socio economic development of Bangladesh as well as survey can be conducted to explore the impact of such activities of NBFIs on their clients in choosing the NBFIs with good CSR performances.

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Abstract

The main objective of this study is to provide insight into the implementation of Key Performance Indicators (KPIs) in public sector organisations. Drawing on a case study of a government agency that is responsible for providing training and financial assistance to students and entrepreneurs in Malaysia we suggest that adoption of KPIs can be instrumental, but is also isomorphic, following management fashion, and has been used for legitimisation. Implementation of KPIs requires strong support, both human and non-human, if their introduction is to be effective. The key to perceived effectiveness of KPIs in this study lay primarily within the role of champions who were able to convince and convert members of the organisation of the value of KPIs to their activities.

Keywords: Key Performance Indicators (KPIs); Performance Management; Public Sector; Malaysia.

Introduction

In public sector organisations, New Public Management (NPM) reforms have been one of the catalysts that have promoted or initiated accounting change (Hood, 1991, 1995; Broadbent and Guthrie, 1992, 2008; Goddard, 2010; Jacobs, 2012). Central to the idea of NPM is the importation of management accounting tools, techniques and practices, from the private sector to public sector organisations (Hood, 1991; 1995). Accounting tools such as Activity Based Costing (ABC), Balance Scorecards (BSC), Key Performance Indicators (KPIs) and the use of calculative measurements in general have shaped almost all spheres of public sector organisations (Kaplan and Norton, 2008; Micheli and Neely, 2010). Indeed some tools have been specifically tailored to meet public sector requirements, such as the Public Value Scorecard (Moore, 1995, 2012, 2014). Performance measurement and management, and the importance of how the information is used, is now an integral part of many public sector organisations (Moynihan, 2008; van Dooren et al., 2010).

There have been various studies on the implementation of management accounting tools in a public sector context, but relatively little evidence on the ways in which organisational members adapt to accounting change in the context of public sector organisations. There is even less research in the context of developing countries and more research in these circumstances might reveal possible insights to improve the effectiveness of management accounting tools.

In this paper, the authors report on an investigation into the implementation of KPIs in a government agency in Malaysia. The main objective of this study is to gain insight into implementation of KPIs in public sector organisations in a developing country context.

Drawing on institutional theory, through a case study of a government agency that is responsible for providing training and financial assistance to students and entrepreneurs in Malaysia, we suggest that implementation of KPIs is partially isomorphic i.e. to be seen to be adopting the latest tools and thereby legitimating actions. In addition, for implementation to be effective, the research suggests that it requires strong human and non-human support. The key to the perceived effectiveness of KPIs in this context lay primarily with the role of champions who were able to convince people within the organisation of the value of KPIs to their activities.

Section 2 of the paper will now set out the literature on institutional theory, NPM and KPI's. Section 3 will then set out the background to the study and research methods. Section 4 will present the field data, while section 5 will provide a discussion and some conclusions.

Institutional theory, New Public Management and KPIs

This paper draws on a theoretical framework of institutional theory that has often been employed in accounting research, and applied to the public sector and NPM (Jacobs, 2012). DiMaggio and Powell (1983, 1991), demonstrated that institutional isomorphic change can arise as a result of three potentially interrelated mechanisms: coercive, mimetic and normative isomorphism which are now widely acknowledged (Currie, 2009). Coercive isomorphism implies the presence of some force or organisation such as a higher level of government, and may be formal and/or informal. Mimetic isomorphism implies the embracing of models or benchmarks from other organisations, within an organisation's sector or service area, in order to imitate innovation, acknowledged good practice or popular action, whereas normative isomorphism results from the gradual professionalisation of an organisation or service over time. Isomorphism can be the result of individuals or organisations responding rationally, to uncertainty; to sanctions or constraints; or to institutional rewards both financial or regulatory, all of which were present in the Malaysian example (DiMaggio and Powell, 1983; Currie, 2009).

Under NPM the state shifted from being a provider to an enabler of services (Osbourne and Gaebler, 1992; Denhardt and Denhardt, 2002) with the language of accounting and markets becoming more prevalent (Hood, 1991, 1995). For example, Hopwood (1984) had explicitly drawn on institutional theory to consider accounting for efficiency and to highlight how accounting language and practices became more frequent and forcible in debates about public sector activities, with demands for accounting to be more implicated in public sector management and policy.

Within such contexts, research has called on institutional theory to show how organisations derive legitimacy by conforming to societal
standards and norms of expected practice. This can involve decoupling external image systems from the practices organisational members employ to carry out their tasks (Covaleski et al., 1993). Indeed the functionalism and instrumentalism of budgets has been highlighted, as has their role in creating, maintaining and managing symbolism, fashion and legitimisation so public sector organisations sustain support and funds from external bodies through following rules, values and rationalised myth (Bealing, 1994; Lapsley, 1994; Brunsson, 1995; Edwards et al., 1995; Pettersen, 1995). It is therefore important to understand the power and self-interest within formal organisations (Covaleski and Dirsmith, 1995).

A central theme of institutional theory is therefore isomorphism and legitimacy, alongside instrumentalism (Gomes et al., 2008; Kasperskaya, 2008). However, there is also broader engagement with neo-institutional theory literature (Modell et al., 2007), supplementing the macro focus with more micro analysis (Modell, 2006; Ezzamel et al., 2007), and a blending with other theoretical perspectives (Hopper and Major, 2007; Nor-Aziah and Scapens, 2007). The work of Nor Aziah and Scapens (2007) is of particular interest to our study. They investigated the experience of accountants when implementing changes in accounting in order to influence the government ‘style’ of managing operational performance in a Malaysian Journal of Finance and Management in Public Services. Volume 14. Number 2; sian corporatised utility organisation.

Seal (1999, 2003) employed an institutional interpretation of NPM in his studies of UK local government that illustrated the role of accounting in performance management and the modernisation and deinstitutionalisation of budgeting, which informed his later work (Seal and Ball, 2005; Seal and Ball, 2006; Seal and Ball, 2011). Building on the early work, Tsamenyi et al. (2006) have shown that isomorphism occurs around the world with governments employing KPIs to legitimise their activities through the latest accounting practices, as well as for instrumental improvements in performance.

As with budgeting, KPI’s can play an instrumental role in enabling technically rational decision-making, and also often play an integral part in the politics and power of organisational life (Wildavsky, 1964; Hopwood, 1984; Covaleski et al., 2013). KPI’s may also serve as a means of fostering political exchanges among contesting factions, rather than as a means for solving technical problems; an expression of symbolic preferences in bargaining processes, rather than as a control tool supporting rational decision-making processes; a means of fostering conversation, rather than a means of affecting control; and as an expression of societal values, rather than an instrument for action (Czarniawska, 1997). KPI’s can serve the purpose of choice, but also mobilise organisation action, distribute responsibility, and provide legitimacy (Brunsson, 1990). In particular, KPI’s could be used to legitimise action (Covaleski and Dirsmith, 1986) through employing symbols in the political arena (Coavleski and Dirsmith, 1988).

However, in contrast to budgets that indicate the purposes on which money should be spent, KPIs are a form of benchmarking that often facilitate an assessment of value for money (Bowerman et al., 2002). For example, benchmarking in the context of the UK public sector has been well established as a performance management techniques dating back at least to the 1970s when local authorities conducted comparative studies among themselves (Bowerman et al., 2002). Subsequent developments in the UK sometimes made benchmarking compulsory and resulted in an unprecedented build-up in the scale, scope and significance of external assessment and performance management frameworks across the public sector (Ferry and Scarparo, 2015; Ferry et al., in press). Through these developments benchmarking was established in the UK as an externally mandated, audit-driven performance management tool deployed by national government to pursue local and national policy objectives (Bowerman et al., 2002; Eckersley et al., 2014; Ferry and Eckersley, 2011, 2012, 2015a, 2015b; Ferry et al., 2015).

To some, benchmarking held the promise of combining elements of bureaucratic control and competition (Van Helden and Tilllema, 2005), and thereby became a key tool of performance management to pursue broad programmes of government modernisation and NPM (Woods and Grubnic, 2008; Pollitt and Bouckaert, 2000).

Public sector accounting, and particularly budgeting and benchmarking through KPIs, have a role in the social construction of meanings and norms that serve to both legitimise and facilitate arrangements (Covaleski and Dirsmith, 1991). Policies and accountabilities are subject to the influence of accountings through which organisational, institutional, social, and political agendas are pursued (Hopwood, 1983), which can be contested as part of an everyday experience by diverse actors (Ahrens and Ferry, 2015). Journal of
The fieldwork and analysis was undertaken in the midst of the global financial crisis, which began to impact on Malaysia towards the end of 2008. Economic growth remained paramount during the fieldwork itself, but as the 2009 budget for Malaysia was prepared the focus shifted to social cohesion and the rhetoric to strengthen the nation’s resilience. Indeed, to address concerns the government introduced their first stimulus package amounting to RM7 billion in November 2008 (See Ferry et al., 2014).

The data for this paper was collected at the time where the KPIs were therefore still relatively new and undeveloped. This accorded with the objectives of the study that focuses on managing change in a public sector organisation. While it has been 10 years since the Circular 2/2005 was issued, KPIs continue to play a greater and more significant role in public sector organisations and in public sector reforms. As such, lessons from the 2008 period are still relevant in providing the background to contemporary performance management development in public sector organisations.

At the time of this study, the budget speech for the years 2007/08 was based on optimistic economic forecasts, with objectives taken directly from the National Mission, which was a framework for the country’s development agenda laid down in the 9th Malaysia Plan presented in March 2006. In particular the budget speech identified stronger collaboration between the government and the private sector as a key factor in achieving the National Mission, and this was supported by improving several incentives and taxes.

Part of the objective was to improve training and entrepreneurialism, which was one of the reasons the organisation in this study was selected. This is because the organisation is one of the largest government agencies that provide training and financial assistance to students and entrepreneurs in Malaysia. It therefore potentially plays a significant role in achieving the mission of the country, and so it is important to understand how the organisation measures its performance.

The initial access to the organisation was obtained through e-mail correspondence with the Director General of the organisation. Subsequently, the human resource department issued a formal letter to confirm their willingness to take part in the study. Interviews were conducted in the months of April and August 2008. During this period a dozen elite interviews were carried out with key managers from the Finance, Corporate Planning and Human Resource Divisions. All interviews were recorded. Observations of budget meetings between the organisation and Ministry of Finance were also made, as were observations of day to day activities at one

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1The fieldwork and analysis was undertaken in the midst of the global financial crisis, which began to impact on Malaysia towards the end of 2008. Economic growth remained paramount during the fieldwork itself, but as the 2009 budget for Malaysia was prepared the focus shifted to social cohesion and the rhetoric to strengthen the nation’s resilience. Indeed, to address concerns the government introduced their first stimulus package amounting to RM7 billion in November 2008 (See Ferry et al., 2014).
Based on his experience, the interviewee found that it was easier to connect with his international counterparts as they could discuss contemporary management tools such as KPIs. This was not just a matter of being able to be seen to be ‘talking the same language’ but it helped the organisation’s members to exchange ideas and learn from the experience of other organisations.

The ‘perceived’ objectivity of the measures is the most cited criteria of KPIs which was appreciated by the organisations members. For example, Finance Officer 7 suggests:

“KPIs are good because they help the bosses to make an objective evaluation. Based on the earlier method of performance appraisal, we were in pain to quantify our job at the year-end…….. you know many jobs are done but sometimes it is difficult to put them down (in a quantifiable and objective way) especially when we have to do that at (the busy) year end.” - Finance Officer 7

While KPIs were perceived as an excellent tool to overcome subjectivity, many of the organisations members indicated that the implementation process was facilitated by the existence of ISO (International Standard for Organisations). This is because most of the everyday activities had been well documented and less time was needed to identify the activities. As stated by Finance Officer 2:

“ISO actually facilitates the implementation of KPIs, without ISO we would not be able to implement the KPIs that fast.”

However some of the organisations’ members were sceptical about implementing a contemporary management tool as indicated by the following from Finance Officer 1:

“I don’t know whether it is a trend, just because many organisations are using KPIs, we do… right now everybody talks about KPIs, and the next thing we know, next year somebody may get the idea that Six Sigma is better, so I guess people will move to Six Sigma… never ending!” - Finance Officer 1

The feeling of frustration by this officer was primarily based on his recent experience of the partial implementation of a Balanced Scorecard (BSC) in the organisation, which had been abandoned but only after some considerable time and effort had been invested in the project. The BSC project was scrapped because the project in their organisation had become too expensive to
implement and the training given by the consultants, apparently, did not reflect or resonate with the day to day activities of the organisation.

One significant assumed advantage of KPIs are they enable the organisation to have clear objectives and allow employees to understand their function and show how their activities can contribute to organisational objectives, but they can also be ceremonial as suggested by the following interviewee:

“Through KPIs our objectives became clear and we understood our function better… then we realize, oh this is not right or this is not supposed to be here… then it forces us to review our function, our objectives… but sometimes it is more ceremonial such as when a new Minister comes in and then we get busy preparing information on the achievement of our target to justify what we are doing.” - Finance Officer 1

One common theme found in the interviews however was a concern about the link between performance measures and the strategy of the organisation. In particular, the Head of Human Resources thought that the organisation did not have a proper IT strategy which was appropriately integrated with the long term strategy of the organisation and with the performance measurement systems. He said that:

“IT personnel have a lot of things to do, everything needs to be computerized, they told us to ask for everything that we want, in the end they were drowned with the requests”. He further suggested that,”Top management has to realize that simply buying new computers does not solve the problem, an integrated IT strategy has to be in place, if not KPIs will remain KPIs. Every time new things arise, we start to do work, all is ad-hoc, in the end people will say, this not going to work....”

Head of Human Resources

His views were also shared by Finance Manager 1 who believed that there was no monitoring of the short term achievements of the organisation and that the KPIs only seemed to measure the activities which they thought would be easy to quantify. Finance Officer 2 was concerned with the lack of proper measurement of certain activities. She argued:

“…for my section, the target is that I have to submit an account to the Auditor General by 30th April, we always meet the target, but how do you measure if we submit before that date, say we submit on 25th, do we get 100%, what if we submit on 15 May, do we get 50%....I think that precision is still not there.” - Finance Officer 2

On the issue of negotiating organisational targets, some officers suggested targets for certain activities should reflect the financial capacity of the organisation to achieve them. The main source of income came from the government and one finance officer explained that activities such as training days are unlikely to meet the government standards due to the budget constraint:

“Yes, definitely there are some negotiations that take place but for training we accept the government standard of 7 days a year training for each member of staff, but if you look at our achievement we are always in the range of 60-70% only, so we rationalize that we cannot do 7 days.” - Finance Officer 3

Another concern raised by many interviewees was the lack of a direct relationship between KPIs and contemporaneous reward systems in Malaysian public sector organisations:

“Hmmm….if the government can tie KPIs with bonus, promotion or surcharge. But you know government bonus, right? Everyone will get bonus, so it is becoming a trend.” - Finance Officer 5

This concern about the reward system was also supported by another Finance Officer:

“I think if we are ready to reward people, then we can use KPIs, but there is no point you exert people efforts if at the end of the day you cannot reward them… but getting back to the basics, which is the quota (for promotion), what if everybody is good? How do you reward all of them? We will achieve performance in terms of productivity but it will demoralize people. So why should they exert their effort, if we ask them to stay back late I will feel guilty because I can’t reward them…. so I guess KPIs is just a false promise.” - Finance Officer 6

Discussion and Conclusions

This study presents perceptions on the implementation of KPIs in a public sector organisation. KPIs are a tool of performance measurement systems that have been widely known and used in many organisations. In Malaysia, the rise in the adoption of KPIs in government organisations results from the issue of government circular 2/2005 that required public sector organisations to implement KPIs, but did not specify them.
This study also suggested that the implementation of KPIs needed strong human and nonhuman support. As suggested by the Head of Human Resources, the role of the IT department was very important in assisting the organisation to fully embrace the KPIs. The role of agents in promoting the importance of KPIs is also crucial to the effectiveness of KPI implementation. In this study, the role of the corporate planning department was to coordinate the reporting of KPIs for the whole organisation and this was viewed by the organisation members as almost a ‘policing’ function. Ad-hoc reporting such as “when the new Minister comes to visit” also illustrates the ceremonial function of KPIs in this organisation.

The findings of this study do not suggest that KPIs were not useful in this organisation, but that the implementation of KPIs could go beyond being a ceremonial tool if attention was paid to the nature, structure and culture of public sector organisations when designing and implementing KPIs. The use of performance information and the role of champions or agents that can engage members of the organisation is crucial for effective implementation of KPIs (Moynihan, 2008; van Dooren et al., 2010). In this case the corporate planning department had to undertake a greater role than merely collating the information for reporting purposes in order for the KPIs to be a lived everyday experience across organisational actors, and they had to be effectively managed because of their impact and effects on society (Ahrens and Ferry, 2015).

References


Development Administration (2005), Circular No 2/2005 - Guideline on Establishing Key Performance Indicators (KPIs) and Implementing Performance Assessment at Government Agency, Prime Minister’s Department, Malaysia.


"I will tell you the secret to getting rich on Wall Street. You try to be greedy when others are fearful. And you try to be fearful when others are greedy."

- Warren Buffett
Mr. Md. Mahbubur Rahman FCMA, ICMAB, recently qualified CIMA, UK Strategic Case Study Exam, working with British American Tobacco (BAT), UK

INTERVIEW

What is the secret to your success as a leader in the international environment?

Honestly, there is no secret to success. The key lies in our mind-set and way of thinking so really the ability to have a global accounting qualification but felt restricted by the time commitment required to achieve such a qualification. When ICMAB signed an MoU with CIMA, UK in 2014 it provided the opportunity for FCMA from ICMAB to have the benefit of full exemption from CIMA, UK, provided that a three hour online Strategic Case Study Exam is passed to receive CIMA UK designation. Mr. Mahbub enrolled himself with CIMA, UK in early 2015 and passed the SCS Exam the same year. This qualification provides Mr. Mahbub with a great advantage and here he shares the details with us:

Mahbub is a result driven management executive with cross-functional working experience in the areas of Finance, Accounting, Legal, Company Secretarial, Regulation, Corporate Affairs, Trade Marketing, Treasury, Logistics and Audit. He obtained his Bachelor of Commerce (Hons) and Masters in Marketing from the University of Dhaka. Mahbub is a fellow member of the Institute and recently became CGMA. He is a qualified Lawyer and a Chartered Company Secretary. He is also a member of the UK based Institute of Directors (IoD) and Institute of Internal Auditors (IIA). Currently, Mahbub is working for British American Tobacco as an Audit Manager based in London. Before joining the International Audit team, he was a member of the Board of Directors and Leadership team of BAT Bangladesh. He began his career as the District Manager at BATA Shoe Company and served in Finance and Logistics team of BASF Bangladesh before moving to Peregrine Capital Limited as Chief Financial Officer.

Mahbub was a National Council member of Institute of Chartered Secretaries and worked as a part-time faculty Member for ICMAB, ICSB, Bangladesh Open University and Edinburgh Business School (Dhaka Campus). He is founder General Secretary of Intellectual Property Association of Bangladesh (IPAB) promoting IP rights and founder treasurer of Bangladesh Youth Enterprise Advice & Helpcentre (B’Yeah), a non-profit organisation working for youth development in Bangladesh.

CMA career path has opened opportunities for CMAs, ICMAB to work as global professionals. Mr. Md. Mahbubur Rahman FCMA is a senior member of ICMAB and at present he has been working for British American Tobacco Plc (BAT). While working in UK, he identified the value to have a global accounting qualification but felt restricted by the time commitment required to achieve such a qualification. This qualification provides Mr. Mahbub with a great advantage and here he shares the details with us:

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to strive for and achieve success is there within us all. Perhaps most importantly, we need to be able to identify our goals and have a clear idea of what success really means to each of us as individuals, only then can we hope to achieve success. We need to keep our sights firmly set on the target and stay focused in order to be able to achieve our goals.

In an international environment, I think it is essential that you are very open-minded and are open to learning new ideas and exploring new concepts. I think it’s important to take control and try to propel our own careers; it might help to think of ourselves as a brand and consider all the ways to market that brand. It is also essential that we are honest with ourselves about what we want to accomplish and to take bold steps to bring us outside our comfort zone and challenge ourselves. I have also found that those we socialise with, both professionally and personally, can play a central role in shaping our mind-set and way of thinking and thus by extension, our lives; networking is very important.

What does your job entail?

Currently, my role is Audit Manager and I am a member of International Audit of British American Tobacco based in its London headquarters. This involves leading, co-ordinating, supervising and performing independent risk based audits of either global processes or operational entities in the UK and around the world.

Why did you choose ICMAB for CMA designation? Again why do you choose CIMA for CMA designation?

It was my childhood dream to be a professional accountant and ICMAB was a perfect match for me due to its flexible study approach as well as quality of education. The world is a competitive place and I like to think of myself as a ‘product’, which needs to be constantly upgraded in order to compete on a global platform. CIMA essentially provided me with the competitive edge allowing me to truly stand out as a global professional.

Which part of the CMA learning have you found the most interesting and the most challenging?

Personally I found the Industry Based Case Study the most interesting as it encourages students to take a strategic approach to the problems in the real world and find a practical answer; this is great as it simulates situations faced by professionals on a daily basis. The most challenging factor is often there is no right or wrong answer. We have to justify our answer with supporting logic and evidence.

What other interests do you have and how do you fit these around your studies?

Life is short and most people get so caught up running after their careers, they forget about their family! I try to spend quality time with my family and friends. My other interests include helping other people excel in their life: I work with a number of different NGOs involved in entrepreneur development and provide coaching and mentoring support. I do plan in advance, take proactive steps and remain focused on my approach in order to manage my work life balance.

Do you intend to combine these interests with your work one day?

Yes, I have already started the process to combine my interests with my work. As I told you, I have started working with different NGO and spending more quality time with family as much as possible.

What do you suggest for the future leaders of CMA profession both at home and abroad?

I have found that in the CMA profession, everyone is vastly talented and all have their unique skill set. However, from my experience I would say we should focus on CMA profession as a whole and come out from our partition mind set and not criticize others for the sake of criticism. We must equip ourselves with the latest up-to-date information, work as ambassadors of the profession, and reflect highest personal and professional standards in our approach to both work and personal life.

As a global professional, what are the challenges you are facing at your work place?

The professional environment is changing every day and we all need to keep up to date with new technology, information and processes. We need to pay attention to the cultural sensitivity side of the changing world that we live in. I am required to deal with a variety of stakeholders with a varying range of personalities from different cultural backgrounds, and each of them can provide their own challenges so I try to remain focused at all times.

What are your long term ambitions?

My long term ambition is to do something good and give back to the society with my limited knowledge and experience. My dream now is to contribute in my motherland’s development whenever I get an opportunity.

[Interviewed by The Editor, THE COST & MANAGEMENT.]
Update on IFRS, IAS, IFRIC and SIC

The Journal is running a series of updates on IFRS, IAS, IFRIC and SIC. In this issue, Mr. Md. Shafiqul Alam LLB., FCA, FCMA has taken the responsibility to give a reflection of "IFRS 16 vs. IAS 17: How the Lease Accounting Changed" who has been working with Super Star Group, a corporate conglomerate, as Group CFO & Company Secretary.

IFRS 16 vs. IAS 17
How the Lease Accounting Changed

Introduction

IFRS 16 specifies how an IFRS reporter will recognize, measure, present and disclose leases. The standard provides a single lessee accounting model, requiring lessees to recognize assets and liabilities for all leases unless the lease term is 12 months or less or the underlying asset has a low value. Lessors continue to classify leases as operating or finance, with IFRS 16's approach to lessor accounting substantially unchanged from its predecessor, IAS 17. IFRS 16 was issued in January 2016 and applies to annual reporting periods beginning on or after 1 January 2019. In this article, you'll learn about the main changes that IFRS 16 introduces to the Accounting for leases, illustrated on a very simple example.

Purpose of the change

To eliminate off-balance sheet financing. Under IAS 17, lessees needed to classify the lease as either finance or operating. If the lease was classified as operating, then the lessee did not show neither asset nor liability in their balance sheets - just the lease payments as an expense in profit or loss. However, some operating leases were non-cancellable, and therefore, they represented a liability (and an asset) for the lessee. This liability was hidden from the readers of the financial statements, as it was not presented anywhere. Though, some disclosures in the notes to the financial statements were mandatory, but frankly - who, except for auditors, ever reads the notes to the financial statements?

New IFRS 16 removes this discrepancy and puts most leases on balance sheet.

Salience feature of New IFRS-16

The new IFRS 16 introduces a new definition of a lease. However, it is very similar to the old definition in older IAS 17. It means that when you actually accounted for some contracts as for lease contracts under IAS 17 Leases, you will continue to do so also under the new standard (careful, methodology may change). Still, you have to be extremely careful when it comes to some service contracts. Because, the new standard...
IFRS 16 provides a detailed guidance to determine whether your contract is a lease contract or a service contract (non-lease contract).

Under old IAS 17, it did not matter so much whether you have an operating lease contract or a service contract, for a very simple reason: you probably accounted for both types of contracts in the same way (that is, as a simple expense in profit or loss).

However, as the accounting for some types of previously-called operating lease contracts dramatically changes, we need to distinguish whether we have a lease under IFRS 16 or some other service contract under different standard.

As a simple illustration, let me come up with a small example:

Imagine you want to rent some space in the warehouse for storing your goods. You'd like to enter into a three years rental contract. The owner of that warehouse offers:

1. You will occupy a certain area of XY cubic meters, but the specific place will be determined by the owner of the warehouse, based on actual usage of the warehouse and free storage.
2. You will occupy the unit n. 13 of XY cubic meters in the sector A of that warehouse. This place is assigned to you and no one can change it during the duration of the contract.

Both contracts look like lease contracts, and indeed, in both cases, you would book the rental payments as an expense in profit or loss under older IAS 17.

Under new IFRS 16, you need to assess whether these contracts contain lease as defined in IFRS 16. The first thing you would look at is whether an underlying asset can be identified.

Long story short:

1. The first contract **does not contain any lease** is that the supplier (warehouse owner) can exchange one place for another and you lease only certain capacity. Therefore, you would account for rental expense as an expense in profit or loss under older IAS 17.
2. The second contract **does contain a lease**, because you are leasing the unit n. 13 of XY cubic meters in the sector A. Therefore, you need to account for this contract as a lease in your balance sheet.

This was a very simplified illustration to make you aware of this and it's by no means exhaustive but you get a point.

**Do we pay only for a lease, or also for some services?**

This is another change we need to watch out under IFRS 16. When you lease some assets under operating lease (as called by older IAS 17), in most cases, a lessor provides certain services to you, such as maintenance, repairs, cleaning etc.

Under older IAS 17, you did not need to think about it too much, because you put all lease payments as...
some rental expense to your profit or loss. But, under new IFRS 16, you need to **split the rental or lease payments into lease element and non-lease element**, because you need to:

- Account for a lease element as for a lease under IFRS 16 (if it meets the criteria in IFRS 16); and
- Account for a service element as before, in most cases as an expense in profit or loss.

From our example above: let’s say you took the includes the payment for rental of the unit n. 13 an

Therefore, you need to split the payment of CU 1 their relative stand-alone selling prices (i.e. for simi

You find out that you would be able to rent out si year without cleaning service, and you would need

Based on this, you need to:

- Allocate CU 8 571 (CU 9 000/(CU 9 000+ for the lease; and
- Allocate CU 1 429 (CU 1 500/(CU 9 0) probably recognize it in profit or loss as an

This is not an easy thing, especially when the stand-alone selling prices are not readily available.

**The biggest change: lessee’s accounting for leases**

Here’s the biggest change: lessees (those who take an asset under lease) do not need to classify the lease at its inception and determine whether it is finance or operating. The reason is that IFRS 16 prescribes a single model of accounting for every lease for the lessees. Very shortly:

- Lessee needs to recognize a right-of-use asset and corresponding liability in its statement of financial position.
- An asset shall be depreciated and a liability amortized over the lease term.

This model is very similar to the accounting for finance leases under IAS 17. And yes, you need to account for operating leases in the same way.

There are 2 exceptions from this rule:

1. Lease of assets for less than 12 months (short-term leases), and
2. Lease of assets of a low value (such as computers, furniture etc.).

**Example IAS 17 vs. IFRS 16**

Let me illustrate the new accounting model and put it in the contract with the treatment under IAS 17. I will continue in the above example of a warehouse. To make it quick, I will just make up some data:

- Annual rental payments are CU 10 000, including the cleaning services, all payable in arrears (at the end of year)
- Appropriate discount rate is 5%
- The lease term is 3 years.

How would you account for this contract under IAS 17 and IFRS 16?
Accounting under IAS 17 Leases

Under IAS 17, you need to classify the lease first.

Let’s say that based on warehouse’s economic life, lease payments, etc. you assess that this lease is operating.

Therefore, accounting is very simple:
- At the commencement, you do nothing;
- At the end of each year, you simply book the rental expense of CU 10 000 in profit or loss.

Accounting under IFRS 16

Here, no classification is necessary as one accounting model applies to all leases.

You need to follow 3 steps:
1. **Is it a lease under IFRS 16?**
   Yes, here it probably is. Please see the explanation above.
2. **Is there some element other than lease element? Do we need to separate?**
   Yes, we need to separate the cleaning element from the lease element. We did it above:
   - CU 8 571 relates to the lease element;
   - CU 1 429 relates to the cleaning element.
3. **How to we recognize these elements?**
   - **At the commencement:**
     - You need to recognize right to use a warehouse in the amount equal to the lease liability plus some other items like initial direct costs.
     - The lease liability is calculated at present value of lease payments over the lease term. In this case you need to calculate the present value of 3 payments of CU 8 571 (only lease element) at 5% which is CU 23 341.
     - Accounting entry is then:
       - Debit: Right-of-use asset: EUR 23 341
       - Credit: Lease Liability: EUR 23 341
   - **Subsequently,** when you make a payment and/or at the end of reporting period, you need to:
     - Recognize depreciation of the right-of-use asset over the lease term, in this case CU 7 780 (CU 23 341/3) per year (I took straight-line depreciation);
     - Recognize re-measurement of the lease liability to include interest, exclude amounts paid and take any lease modifications into account.

This simple table illustrates our example:

<table>
<thead>
<tr>
<th>Year</th>
<th>Lease liability b/f</th>
<th>Add Interest at 5%</th>
<th>Less amounts paid</th>
<th>Lease liability c/f</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>23 341</td>
<td>1 167</td>
<td>- 8 571</td>
<td>15 937</td>
</tr>
<tr>
<td>2</td>
<td>15 937</td>
<td>797</td>
<td>- 8 571</td>
<td>8 163</td>
</tr>
<tr>
<td>3</td>
<td>8 163</td>
<td>408</td>
<td>- 8 571</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>n/a</td>
<td>2 372</td>
<td>- 25 713</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Note: “b/f” means “brought forward (at the beginning of the year)”, “c/f” means “carried forward (at the end of the year)”.  

Summary of accounting entries under IFRS 16:

<table>
<thead>
<tr>
<th>When</th>
<th>What</th>
<th>How much</th>
<th>Debit</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>At the commencement</td>
<td>Right-of-use asset + lease liability</td>
<td>23 341</td>
<td>Lease liability</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
<td>1 167</td>
<td>P/L: Interest expense</td>
<td>Lease liability</td>
</tr>
<tr>
<td></td>
<td>Rental payment</td>
<td>8 571</td>
<td>Lease liability</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 429</td>
<td>P/L: Expenses for cleaning services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Depreciation</td>
<td>7 780</td>
<td>P/L: Depreciation</td>
<td>Right-of-use asset</td>
</tr>
</tbody>
</table>
Now, let’s compare.

Under IAS 17, the impact on profit or loss in the year 1 was **CU 10 000**, as we recognized the full rental payment in profit or loss.

Under IFRS 16, the impact on profit or loss in the year 1 was:
- Interest of **CU 1 167**, plus
- Depreciation of **CU 7 780**, plus
- Expense for cleaning services of **CU 1 429**.

**TOTAL** of **CU 10 376**.

That’s actually more expenses in the first year under IFRS 16 than under IAS 17, isn’t it? The reason is that thanks to the new model, the pattern of expenses has changed: we have loads of interest in the beginning of the lease, but smaller expenses at the end of the lease when the lease liability is amortized.

In total, both models have the same profit or loss impact over total lease term:

<table>
<thead>
<tr>
<th>Type of expense</th>
<th>IAS 17</th>
<th>IFRS 16</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental expense</td>
<td>30 000</td>
<td>-</td>
<td>3*10 000</td>
</tr>
<tr>
<td>Interest expense</td>
<td>-</td>
<td>2 372</td>
<td>Table above</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>23 341</td>
<td>3*7 780</td>
</tr>
<tr>
<td>Cleaning expenses</td>
<td>-</td>
<td>4 287</td>
<td>3*1 429</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>30 000</td>
<td>30 000</td>
<td></td>
</tr>
</tbody>
</table>

Note: I am showing the cleaning expenses, too in order to show total impact of the whole contract, although technically they are not part of the lease accounting. Also, under IFRS 16, we show more assets on the balance sheet, but also more debt or liabilities. Please note that the cash flow does not change. You pay still the same amounts whether you apply IAS 17 or IFRS 16.

What about Lessors and accounting for leases under IFRS 16?

Accounting for leases by lessors almost does not change, so they can continue in the same way. That’s all I need to say about it.

Conclusion

The new lease standard will have significant impact on the companies heavily working with operating leases, no questions about it. The financial indicators of these companies can substantially change, because new assets and liabilities are coming to the balance sheet. Also, many lessees will have a hard time to set up a system of gathering and analyzing enough information to satisfy new requirements.

"It's not how much money you make, but how much money you keep, how hard it works for you, and how many generations you keep it for."

- Robert Kiyosaki
The Journal is running a series of updates on Income Tax issues. In this issue of THE COST & MANAGEMENT, Kamrul Hoque Maruf ACMA has taken the responsibility to give a reflection of relevant changes and updates on important changes made in Income Tax Ordinance by Finance Act 2015. Mr. Maruf is presently working with the Joint Director - Central Intelligence Cell, National Board of Revenue (NBR) as Joint Commissioner of Taxes.

**TAX CONVENTION**

Double Tax Treaty and Tax Convention are now common words in international tax. This paper will discuss the basic issues of tax convention to make the reader understand about the need for tax convention.

**What is a Tax convention?**

A tax convention or tax treaty is an official agreement between two countries on the administration of taxation when the domestic tax laws of the two countries apply simultaneously to a particular issue of taxpayer (e.g., when a taxpayer resident in one country derives income from sources in the other country). Tax convention provide a means of settling on a uniform basis the most common problems that arise in the field of international double taxation.

Most tax convention typically includes the following broadly defined sections:

- A preliminary section on the scope of the convention (e.g. covering taxes on income and capital and the definition of terms used).
- The main part of the convention which settles the extent to which each of the two contracting states may tax income (i.e. dependent upon different classes of income and capital and based upon whether the state is a sources state or residence state) and determines how international juridical double taxation and international economic double taxation are to be eliminated.
The OECD Model Tax Convention is a model tax treaty which has been developed by the OECD. The first version of the OECD Model Tax Convention was published in 1963, and the Model has been frequently updated since then. More than 2000 bilateral tax treaties between countries of the world are based on the OECD Model Tax Convention.

Purpose of a tax convention:
The primary purpose of tax convention is to eliminate double taxation and to prevent fiscal evasion. A tax convention will also serve, in effect, to allocate tax revenues on transactions taking place between residents of signatory countries. To these ends, a tax convention may resolve some common disputes and provide rules determining:
- the country in which a taxpayer is resident;
- the treatment given to specific types of income;
- the allowable rates of withholding tax on specific types of cross-border payments; and
- the manner in which issues of taxation not in accordance with a tax convention are to be resolved.

Double Taxation - Juridical and Economic
International juridical double taxation can be defined as the imposition of income taxes in two (or more) states on the same taxpayer in respect of the same income. Juridical double taxation can arise, for example, where a resident on one country derives income from sources in the other country and both countries' domestic tax legislation would tax that income. It can also arise where each country considers the taxpayer to be resident in that country under domestic tax laws. Tax conventions reduce juridical double taxation by allocating taxing rights between residence and source states on various categories of income, typically by eliminating or limiting source country taxation or by requiring a residence state to grant relief for source state taxation through a credit or exemption mechanism. For example, tax conventions typically provide that one country may not tax the business profits earned by a resident of the other country unless that resident has a taxable presence in the form of a permanent establishment in the first country and the profits are attributable to that permanent establishment in the first country and the profits are attributable to that permanent establishment. Tax conventions also reduce juridical double taxation by establishing criteria for determining an exclusive residency status for taxpayers. The most common instances of juridical double taxation disputes are disputes over residency of permanent establishment status, or over the characterization of particular items of income and their coverage order particular provisions of the convention.

Economic double taxation means the inclusion, by more than one state's tax administration, of the same income in the tax base when the income is in the hands of different taxpayers. Transfer pricing cases are the best example of economic double taxation. For example, a tax administration adjusts a price charged between related parties with a resulting tax charged on the additional income in the hands of one related party, where tax base has already been charged in another country on that same income in the hands of the other related party.

Double taxation has a detrimental effect on the movements of capital, technology and persons and on the exchange of goods and services. Thus tax conventions, when properly applied, remove the obstacles of double taxation, thereby promoting the development and flow of international trade and investment.

Mutual Agreement Procedures (MAP)
The MAP article in tax conventions allows designated representatives (the "Competent Authority") from the government of the contracting states to interact with the intent to resolve international tax disputes. These disputes involve cases of double taxation (juridical or economic) as well as inconsistencies in the interpretation and application of a convention.

Since most probable occurrences of double taxation are dealt with automatically in tax conventions through tax credits, exemptions, or the determination of taxing rights of the contracting states, the majority of MAP cases are situation where the taxation of an individual or entity is unclear.

● A key section on special provisions such as the MAP article, which establishes the mutual agreement procedures for eliminating double taxation and resolving conflicts of interpretation of the convention.
● Finally, a section on the implementing provisions such as the entry into force and termination provisions of the convention.
A noteworthy point is that the MAP article in most conventions does not compel competent authorities actually to reach an agreement and resolve their tax disputes. They are obliged only to use their best endeavors to reach an agreement. Unfortunately, on occasion competent authorities are unable to come to an agreement. Reasons for unresolved double taxation range from restrictions imposed by domestic law on the tax administration's ability to compromise to stalemates on economic issues such as valuations.

Some conventions currently include arbitration clauses in their MAP articles. However, since these procedures are new, there has been limited guidance and experience in their use. Even the EU Arbitration Convention that first entered into force in 1995 has only had a few actual cases concluded. This lack of experience may change in the near future if more cases line up for arbitration and the OECD considers changes to the OECD Model Tax Convention to update guidance on supplementary dispute resolution mechanisms for MAP.

**Taxation of enterprises and individuals "not in accordance with the Convention"**

The MAP article (Article 25 (Mutual Agreement Procedures) of the OECD Model Tax Convention) usually sets out three general areas where two states endeavor to resolve their differences. The first area, covered by paragraph 1 and 2 of the OECD Model Tax Convention's MAP article, applies to situations where a taxpayer believes that the actions of one or both of the contracting states has resulted or will result for him in "taxation not in accordance with the provisions of the Convention". This area is the most commonly used and most often referred to part of the MAP article since it deals with most international taxation disputes under tax treaties.

The taxpayer may request MAP assistance in these instances of taxation contrary to a convention, which in most cases involve double taxation. Historically the majority of these cases have been issues of transfer pricing where associated companies of a multinational enterprise group incurred economic double taxation due to an adjustment to their income from intra-group transactions by one or more tax administrations. Enterprises also request this kind of MAP assistance for non-transfer pricing cases, including disputes over such issues as the existence of a permanent establishment, the amount of profits attributable to a permanent establishment, or the application of a tax convention's withholding tax provisions to their income.

On occasion, individuals require MAP assistance for cases of taxation not in accordance with a tax convention when specific articles of a convention do not resolve a situation clearly. The most common occurrences for individuals are cases of dual residency (i.e., where an individual is considered a resident for tax purposes of two countries, under their respective domestic laws). This can happen quite commonly, because the domestic laws of the two countries may apply different tests for when residency is gained or lost. As part of its object and purpose of avoiding double taxation, a tax treaty will only allow one of these countries to treat that person as a resident for purposes of the treaty, and it therefore sets forth criteria to determine which of the two countries the person has the greater connection with. That will then be treated as the only country of residence when applying the treaty.

Paragraph 2 of Article 4 (Resident) in the OECD Model Tax Convention seeks to solve this problem by a series of so-called "tiebreaker" tests, each serving to determine the single residence country for treaty purposes if the previous tests have not resolved the issue. In the application of those tests, there may be different views taken by the two countries, for example as to when the person's "permanent home" or centre of vital interests is, and there might therefore be a need to resort to MAP to resolve differences between the treaty partner countries on this point. Moreover, even if both countries agree on how the tiebreaker tests operate, these tests do not always give a result. The tax of the tiebreaker tests tries to deal with this by providing that "the competent authorities of the Contracting States shall settle the question [that is- of individual residence for treaty purposes] by mutual agreement." In other words if the issue is not solved by the other tiebreaker rules, it should be solved by mutual agreement to help avoid double taxation.
The Journal is running a series of updates on Dhaka Stock Market. In this issue of THE COST & MANAGEMENT, A. K. M. Shahidul Kirmany, ACMA has taken the responsibility to give a reflection of relevant changes and updates on the Dhaka Stock Market. The analysis of the Dhaka Stock Market has been done considering the period from December 1, 2015 to January 31, 2016. Mr. Kirmany is presently working with the VIPB Asset Management Company Limited as Chief Operating Officer.

Macro-economic Update

BB has set the inflation target at 6.07% for H2 FY16. After spotting downtrend in overall inflation, BB has decided to cut policy rates. But, the increase in salary of government employees is expected to exert upward pressure in inflation.

Public credit growth target for H2 FY16 has been set as 28.7% and for private sector, it is 14.8%. Private sector credit growth has been maintaining a slow trend for last three years because of higher lending rates and absence of vibrant business environment amid political instability.

In the last monetary policy, BB has cut both repo and reverse repo rates by 50 basis points to 6.75% and 4.75% respectively. BB has decided to comfort the policy rates for the first time in three years in order to restore the rates with market rates, which have been on a downtrend. BB also continues its pressure on all banks to reduce their interest rate spread, which has fallen by 32 basis points during July-November 2015. Call money rate was also cut down by 221 basis points during July-November 2015.

Lowering of policy rates is expected to stimulate capital market. Falling interest rates are expected to increase the money flow in capital market.

Stock Market Updates

December 1, 2015 to January 31, 2016

- The benchmark index of Dhaka Stock Exchange (DSEX) was down by 1.75% during the period. The daily turnover was moved with the index movement.

- Total market capitalization of DSE increase by 0.44% to Tk. 2,607.79 billion as on December 31, 2015 from Tk. 2,596.31 billion in November 30, 2015. Pharmaceuticals & Chemicals, Banks, Telecommunication, Fuel & Power holds 15.90%, 15.76%, 13.78%, 12.82% of the market capitalization respectively.
In December the total turnover in the public market of DSE was up by 16.81% to Tk. 91.61 billion from Tk. 78.42 billion in November, 2015.

Regent Textile Mills Limited was listed in December 2015. IT Consultants Limited, Vanguard AML BD Finance Mutual Fund One and SEML Lecture Equity Management Fund were listed in January 2016.

A division bench of the HC, comprising Justice Zubayer Rahman Chowdhury and Justice Md. Khasruzzaman, halted the IPO of Doreen Power Generations and Systems for six months issued following a writ petition filed by two general investors. On February 14, the chamber court of the Appellate Division stayed the HC’s stay order following the appeal filed by the company and the securities regulator.

Among the companies traded in DSE, EASTRNLUB (121.49%), ALLTEX (60.21%) were the top gainer during the period December 1, 2015 to January 31, 2016. On the other hand the major loser companies during the period were SHURWID (-32.42%), WMSHIPYARD (-27.73%).

Popular 1ST Mutual Fund had the lowest Price/NAV ratio (40.93%) whereas 6THICB was traded at highest Price/NAV ratio (128.99%). Price of ICBEPMF1S1 increased by 21.82% during the period.

Changes in Indices (from December 1, 2015 to January 31, 2016)

<table>
<thead>
<tr>
<th>Index</th>
<th>Open</th>
<th>Close</th>
<th>Point Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSEX</td>
<td>4,621.67</td>
<td>4,540.89</td>
<td>(80.78)</td>
<td>-1.75%</td>
</tr>
<tr>
<td>DSES</td>
<td>1,115.79</td>
<td>1,095.27</td>
<td>(20.52)</td>
<td>-1.84%</td>
</tr>
<tr>
<td>DS30</td>
<td>1,754.77</td>
<td>1,719.15</td>
<td>(35.62)</td>
<td>-2.03%</td>
</tr>
</tbody>
</table>

DSE Performance (from December 1, 2015 to January 31, 2016)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Market Capitalisation in mn</th>
<th>% of total Market Cap</th>
<th>Sector</th>
<th>Market Capitalisation in mn</th>
<th>% of total Market Cap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banks</td>
<td>410,958.58</td>
<td>15.76%</td>
<td>Paper &amp; Printing</td>
<td>1,852.49</td>
<td>0.07%</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>150,763.49</td>
<td>5.78%</td>
<td>Jute</td>
<td>860.6</td>
<td>0.03%</td>
</tr>
<tr>
<td>Insurance</td>
<td>80,774.58</td>
<td>3.01%</td>
<td>Cement</td>
<td>146,878.28</td>
<td>5.63%</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>30,419.76</td>
<td>1.17%</td>
<td>Fuel &amp; Power</td>
<td>334,266.90</td>
<td>12.82%</td>
</tr>
<tr>
<td>Food &amp; Allied Product</td>
<td>243,854.42</td>
<td>9.35%</td>
<td>Services &amp; Real estate</td>
<td>20,772.79</td>
<td>0.80%</td>
</tr>
<tr>
<td>Pharmaceuticals &amp; Chemicals</td>
<td>414,565.94</td>
<td>15.90%</td>
<td>IT - Sector</td>
<td>5,103.91</td>
<td>0.20%</td>
</tr>
<tr>
<td>Textile</td>
<td>85,278.24</td>
<td>3.27%</td>
<td>Telecommunication</td>
<td>359,452.19</td>
<td>13.78%</td>
</tr>
<tr>
<td>Engineering</td>
<td>160,682.70</td>
<td>6.16%</td>
<td>Travel and Leisure</td>
<td>22,338.50</td>
<td>0.86%</td>
</tr>
<tr>
<td>Ceramic</td>
<td>26,644.39</td>
<td>1.02%</td>
<td>Miscellaneous</td>
<td>81,865.24</td>
<td>3.14%</td>
</tr>
<tr>
<td>Tannery</td>
<td>24,466.84</td>
<td>0.94%</td>
<td>Corporate Bond</td>
<td>5,994.00</td>
<td>0.23%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Grand Total</td>
<td>2,607,793.84</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Top 10 Companies by Market Cap - December 2015

<table>
<thead>
<tr>
<th>Name</th>
<th>Mkt. Cap. Tk. Mn</th>
<th>% of total Mkt. Cap</th>
<th>Name</th>
<th>Mkt. Cap. Tk. Mn</th>
<th>% of total Mkt. Cap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grameenphone Ltd.</td>
<td>341,625.91</td>
<td>13.10</td>
<td>Renata Ltd.</td>
<td>65,296.98</td>
<td>2.50</td>
</tr>
<tr>
<td>BATBC</td>
<td>177,030.00</td>
<td>6.79</td>
<td>UPGLimited</td>
<td>50,884.85</td>
<td>1.95</td>
</tr>
<tr>
<td>Square Pharmaceuticals Ltd.</td>
<td>158,203.91</td>
<td>6.07</td>
<td>Olympic Industries</td>
<td>49,356.34</td>
<td>1.89</td>
</tr>
<tr>
<td>Lafarge Surma Cement</td>
<td>86,638.46</td>
<td>3.23</td>
<td>Titas Gas</td>
<td>46,889.11</td>
<td>1.80</td>
</tr>
<tr>
<td>ICB</td>
<td>67,647.66</td>
<td>2.59</td>
<td>Marico Bangladesh</td>
<td>44,991.45</td>
<td>1.73</td>
</tr>
<tr>
<td>ICB</td>
<td>67,647.66</td>
<td>2.59</td>
<td>Marico Bangladesh</td>
<td>44,991.45</td>
<td>1.73</td>
</tr>
</tbody>
</table>

Sectoral Turnover (December 31, 2015)

<table>
<thead>
<tr>
<th>Sector</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Textile</td>
<td>8.58%</td>
</tr>
<tr>
<td>Engineering</td>
<td>3.62%</td>
</tr>
<tr>
<td>Ceramic</td>
<td>1.02%</td>
</tr>
<tr>
<td>Jute</td>
<td>0.03%</td>
</tr>
<tr>
<td>Paper &amp; Printing</td>
<td>0.07%</td>
</tr>
<tr>
<td>Tannery</td>
<td>1.38%</td>
</tr>
<tr>
<td>Cement</td>
<td>5.63%</td>
</tr>
<tr>
<td>Fuel &amp; Power</td>
<td>12.82%</td>
</tr>
<tr>
<td>Services &amp; Real estate</td>
<td>0.80%</td>
</tr>
<tr>
<td>Telecommunication</td>
<td>13.78%</td>
</tr>
<tr>
<td>IT - Sector</td>
<td>0.20%</td>
</tr>
<tr>
<td>Insurance</td>
<td>3.99%</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>1.17%</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>3.85%</td>
</tr>
<tr>
<td>Banks</td>
<td>6.77%</td>
</tr>
<tr>
<td>Corporate Bond</td>
<td>0.07%</td>
</tr>
<tr>
<td>Travel and Leisure</td>
<td>1.17%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5.27%</td>
</tr>
<tr>
<td>Food &amp; Allied Product</td>
<td>5.02%</td>
</tr>
<tr>
<td>Pharmaceuticals &amp; Chemicals</td>
<td>15.90%</td>
</tr>
<tr>
<td>Cement</td>
<td>4.44%</td>
</tr>
<tr>
<td>Jute</td>
<td>0.20%</td>
</tr>
<tr>
<td>Paper &amp; Printing</td>
<td>0.33%</td>
</tr>
<tr>
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</tr>
<tr>
<td>Cement</td>
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</tr>
<tr>
<td>Fuel &amp; Power</td>
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</tr>
<tr>
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<td>0.62%</td>
</tr>
<tr>
<td>Telecommunication</td>
<td>1.78%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5.27%</td>
</tr>
<tr>
<td>Financial Institutions</td>
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</tr>
<tr>
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<tr>
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</tr>
<tr>
<td>Miscellaneous</td>
<td>5.27%</td>
</tr>
<tr>
<td>Food &amp; Allied Product</td>
<td>5.02%</td>
</tr>
<tr>
<td>Pharmaceuticals &amp; Chemicals</td>
<td>15.90%</td>
</tr>
<tr>
<td>Cement</td>
<td>4.44%</td>
</tr>
<tr>
<td>Jute</td>
<td>0.20%</td>
</tr>
<tr>
<td>Paper &amp; Printing</td>
<td>0.33%</td>
</tr>
<tr>
<td>Tannery</td>
<td>1.38%</td>
</tr>
<tr>
<td>Cement</td>
<td>5.63%</td>
</tr>
<tr>
<td>Fuel &amp; Power</td>
<td>11.26%</td>
</tr>
<tr>
<td>Services &amp; Real estate</td>
<td>0.62%</td>
</tr>
<tr>
<td>Telecommunication</td>
<td>1.78%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5.27%</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>3.85%</td>
</tr>
<tr>
<td>Banks</td>
<td>6.77%</td>
</tr>
<tr>
<td>Corporate Bond</td>
<td>0.07%</td>
</tr>
<tr>
<td>Travel and Leisure</td>
<td>1.17%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5.27%</td>
</tr>
<tr>
<td>Food &amp; Allied Product</td>
<td>5.02%</td>
</tr>
<tr>
<td>Pharmaceuticals &amp; Chemicals</td>
<td>15.90%</td>
</tr>
</tbody>
</table>

Top ten gainers and losers in terms of market price (from December 1, 2015 to January 31, 2016)

<table>
<thead>
<tr>
<th>Ticker</th>
<th>Gain (%)</th>
<th>Ticker</th>
<th>Loss (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EASTRN LUB</td>
<td>121.49%</td>
<td>SHUR WID</td>
<td>-32.42%</td>
</tr>
<tr>
<td>ALLTEX</td>
<td>60.21%</td>
<td>WMSHIP YARD</td>
<td>-27.73%</td>
</tr>
<tr>
<td>MIRACLE IN D</td>
<td>58.37%</td>
<td>MHSML</td>
<td>-22.44%</td>
</tr>
<tr>
<td>DSHE GARM E</td>
<td>39.06%</td>
<td>FED DIL</td>
<td>-21.76%</td>
</tr>
<tr>
<td>SUNLIFE INS</td>
<td>37.60%</td>
<td>KDSAL TD</td>
<td>-21.69%</td>
</tr>
<tr>
<td>NHFIL</td>
<td>37.55%</td>
<td>BANG AS</td>
<td>-20.95%</td>
</tr>
<tr>
<td>DAFODIL COM</td>
<td>34.44%</td>
<td>SP CL</td>
<td>-20.80%</td>
</tr>
<tr>
<td>BD FINANCE</td>
<td>30.00%</td>
<td>NORTHERN</td>
<td>-20.40%</td>
</tr>
<tr>
<td>BD THAI</td>
<td>28.36%</td>
<td>MPETROLEUM</td>
<td>-19.59%</td>
</tr>
<tr>
<td>HAKKANIPUL</td>
<td>28.31%</td>
<td>LRGLO6MF1</td>
<td>-18.75%</td>
</tr>
</tbody>
</table>
### Performance of Mutual Funds

<table>
<thead>
<tr>
<th>Name of the Fund</th>
<th>NAV at MP</th>
<th>Closing Price</th>
<th>% change in NAV</th>
<th>% change in price</th>
<th>Price /NAV</th>
</tr>
</thead>
<tbody>
<tr>
<td>POPULAR1MF</td>
<td>10.75</td>
<td>10.69</td>
<td>4.40</td>
<td>4.40</td>
<td>0.56%</td>
</tr>
<tr>
<td>IJANATAMF</td>
<td>10.83</td>
<td>10.70</td>
<td>4.50</td>
<td>4.40</td>
<td>1.21%</td>
</tr>
<tr>
<td>PHPMFI</td>
<td>10.54</td>
<td>10.45</td>
<td>4.40</td>
<td>4.20</td>
<td>0.86%</td>
</tr>
<tr>
<td>EBL1STMF</td>
<td>10.59</td>
<td>10.43</td>
<td>4.50</td>
<td>4.30</td>
<td>1.53%</td>
</tr>
<tr>
<td>EBLNRBMF</td>
<td>10.48</td>
<td>10.38</td>
<td>4.50</td>
<td>4.20</td>
<td>0.96%</td>
</tr>
<tr>
<td>TRUSTB1MF</td>
<td>10.80</td>
<td>10.65</td>
<td>4.70</td>
<td>4.40</td>
<td>1.41%</td>
</tr>
<tr>
<td>IFIC1STMF</td>
<td>10.56</td>
<td>10.50</td>
<td>4.60</td>
<td>4.40</td>
<td>0.57%</td>
</tr>
<tr>
<td>ABB1STMF</td>
<td>11.19</td>
<td>11.09</td>
<td>4.90</td>
<td>4.60</td>
<td>0.90%</td>
</tr>
<tr>
<td>GRENDELMF</td>
<td>10.35</td>
<td>10.40</td>
<td>4.90</td>
<td>4.90</td>
<td>-0.48%</td>
</tr>
<tr>
<td>ICBAMCL2ND</td>
<td>8.64</td>
<td>8.22</td>
<td>4.50</td>
<td>4.40</td>
<td>5.11%</td>
</tr>
<tr>
<td>LGLOBMF1</td>
<td>10.10</td>
<td>11.27</td>
<td>6.00</td>
<td>6.00</td>
<td>-10.38%</td>
</tr>
<tr>
<td>DBH1STMF</td>
<td>10.35</td>
<td>10.75</td>
<td>5.60</td>
<td>5.00</td>
<td>-3.72%</td>
</tr>
<tr>
<td>PRIME1ICBA</td>
<td>8.30</td>
<td>7.98</td>
<td>4.50</td>
<td>4.20</td>
<td>4.19%</td>
</tr>
<tr>
<td>PF1STMF</td>
<td>10.93</td>
<td>10.75</td>
<td>5.50</td>
<td>5.70</td>
<td>1.67%</td>
</tr>
<tr>
<td>MBL1STMF</td>
<td>11.69</td>
<td>11.77</td>
<td>7.20</td>
<td>7.90</td>
<td>-0.68%</td>
</tr>
<tr>
<td>ICB3RDNRB</td>
<td>12.05</td>
<td>12.08</td>
<td>7.50</td>
<td>7.70</td>
<td>-0.25%</td>
</tr>
<tr>
<td>EXIM1STMF</td>
<td>10.84</td>
<td>11.19</td>
<td>6.80</td>
<td>6.00</td>
<td>-3.13%</td>
</tr>
<tr>
<td>GRAEEN52</td>
<td>17.02</td>
<td>16.60</td>
<td>10.00</td>
<td>10.10</td>
<td>2.53%</td>
</tr>
<tr>
<td>RELIANCE1</td>
<td>11.73</td>
<td>11.51</td>
<td>6.90</td>
<td>6.80</td>
<td>1.91%</td>
</tr>
<tr>
<td>FBFIF</td>
<td>9.43</td>
<td>9.19</td>
<td>6.20</td>
<td>6.00</td>
<td>2.61%</td>
</tr>
<tr>
<td>AIBL1STIMF</td>
<td>26.60</td>
<td>26.23</td>
<td>18.40</td>
<td>18.80</td>
<td>1.41%</td>
</tr>
<tr>
<td>ATCSLGF</td>
<td>25.57</td>
<td>10.75</td>
<td>17.70</td>
<td>17.20</td>
<td>137.86%</td>
</tr>
<tr>
<td>ICCBONALI1</td>
<td>8.91</td>
<td>8.74</td>
<td>6.40</td>
<td>5.70</td>
<td>1.95%</td>
</tr>
<tr>
<td>NHLISTMF</td>
<td>12.05</td>
<td>12.08</td>
<td>7.50</td>
<td>7.70</td>
<td>-0.25%</td>
</tr>
<tr>
<td>ICZRDNNRB</td>
<td>22.09</td>
<td>21.08</td>
<td>18.40</td>
<td>18.80</td>
<td>-2.13%</td>
</tr>
<tr>
<td>SEB1STMF</td>
<td>7.86</td>
<td>7.49</td>
<td>6.70</td>
<td>6.00</td>
<td>4.94%</td>
</tr>
<tr>
<td>3RDICB</td>
<td>248.73</td>
<td>246.89</td>
<td>230.00</td>
<td>216.60</td>
<td>0.75%</td>
</tr>
<tr>
<td>ICBMIF1</td>
<td>10.83</td>
<td>10.10</td>
<td>10.10</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>5THICB</td>
<td>227.75</td>
<td>221.91</td>
<td>220.50</td>
<td>210.00</td>
<td>2.63%</td>
</tr>
<tr>
<td>1STPRIMFMF</td>
<td>10.72</td>
<td>10.26</td>
<td>11.00</td>
<td>11.70</td>
<td>4.48%</td>
</tr>
<tr>
<td>SEMLLECMF</td>
<td>10.05</td>
<td>10.60</td>
<td>11.00</td>
<td>11.70</td>
<td>4.48%</td>
</tr>
<tr>
<td>7THICB</td>
<td>99.54</td>
<td>93.54</td>
<td>117.40</td>
<td>104.90</td>
<td>6.41%</td>
</tr>
<tr>
<td>8THICB</td>
<td>60.70</td>
<td>56.55</td>
<td>73.20</td>
<td>68.00</td>
<td>7.34%</td>
</tr>
<tr>
<td>6THICB</td>
<td>50.16</td>
<td>47.60</td>
<td>64.70</td>
<td>58.50</td>
<td>5.38%</td>
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</table>

"The individual investor should act consistently as an investor and not as a speculator."  
- Ben Graham
IPO under Fixed Price Method:

<table>
<thead>
<tr>
<th>Subscription Period</th>
<th>Dragon Sweater and Spinning Limited</th>
<th>Doreen Power Generations and Systems Limited</th>
<th>Bangladesh National Insurance Company Limited</th>
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</thead>
<tbody>
<tr>
<td>Jan 17 to Jan 26, 2016</td>
<td>1,500,000,000</td>
<td>2,000,000,000</td>
<td>1,000,000,000</td>
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<tr>
<td>Feb 08 to Feb 22, 2016</td>
<td>600,000,000</td>
<td>600,000,000</td>
<td>265,500,000</td>
</tr>
<tr>
<td>Feb 17 to Feb 25, 2016</td>
<td>40,000,000</td>
<td>20,000,000</td>
<td>17,700,000</td>
</tr>
<tr>
<td>Pre-IPO paid-up capital (Tk.)</td>
<td>400,000,000</td>
<td>200,000,000</td>
<td>177,000,000</td>
</tr>
<tr>
<td>IPO size in shares</td>
<td>400,000,000</td>
<td>580,000,000</td>
<td>177,000,000</td>
</tr>
<tr>
<td>IPO size at face value (Tk.)</td>
<td>1,000,000,000</td>
<td>800,000,000</td>
<td>442,500,000</td>
</tr>
<tr>
<td>Face Value per share (Tk.)</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Offer Price per share (Tk.)</td>
<td>10</td>
<td>29</td>
<td>10</td>
</tr>
</tbody>
</table>

Under Book building Method

Summary of bidding relating to security price discovery of The ACME Laboratories Ltd.

Public Offer: 5,00,00,000 ordinary shares
Face Value: Tk.10/-/each share
Indicative Price: Tk.71/-/each share, including a premium of BDT 61/- per share
Price Band for Bidding: Upward & Downward band of 20% of Indicative Price (i.e. BDT 85.20 to BDT 56.80)
Ells Quota: 40% of Public Offer (i.e. 2,00,00,000 Ordinary Shares)
Lock-in Period for Ells: 4 (four) months from the first trading day

Issue details:

<table>
<thead>
<tr>
<th>Price</th>
<th>Vol</th>
<th>%</th>
<th>Cumulative Vol.</th>
<th>Value</th>
<th>Cumulative Val.</th>
<th>Bidders</th>
<th>Bids</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.20</td>
<td>97,442,800</td>
<td>487.21%</td>
<td>97,442,800</td>
<td>8,302,126,560</td>
<td>8,302,126,560</td>
<td>178</td>
<td>257</td>
</tr>
<tr>
<td>85.00</td>
<td>2,000</td>
<td>0.01%</td>
<td>97,444,800</td>
<td>170,000</td>
<td>8,302,296,560</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>84.00</td>
<td>1,000</td>
<td>0.01%</td>
<td>97,445,800</td>
<td>84,000</td>
<td>8,302,380,560</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>83.00</td>
<td>1,900</td>
<td>0.01%</td>
<td>97,447,700</td>
<td>157,700</td>
<td>8,302,538,260</td>
<td>1</td>
<td>1</td>
</tr>
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<td>82.00</td>
<td>1,001,000</td>
<td>5.01%</td>
<td>98,448,700</td>
<td>82,082,000</td>
<td>8,384,620,260</td>
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<td>2</td>
</tr>
<tr>
<td>80.90</td>
<td>250,000</td>
<td>1.25%</td>
<td>98,698,700</td>
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<tr>
<td>80.00</td>
<td>2,035,000</td>
<td>10.18%</td>
<td>100,733,700</td>
<td>162,800,000</td>
<td>8,567,645,260</td>
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<tr>
<td>75.00</td>
<td>5,100</td>
<td>0.03%</td>
<td>100,738,800</td>
<td>382,500</td>
<td>8,568,027,760</td>
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<td>1</td>
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<tr>
<td>71.00</td>
<td>625,000</td>
<td>3.13%</td>
<td>101,363,800</td>
<td>44,375,000</td>
<td>8,612,402,760</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>60.00</td>
<td>50,000</td>
<td>0.25%</td>
<td>101,413,800</td>
<td>3,000,000</td>
<td>8,615,402,760</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>57.00</td>
<td>200,000</td>
<td>1.00%</td>
<td>101,613,800</td>
<td>11,400,000</td>
<td>8,626,802,760</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

The offer price of The ACME Laboratories Ltd. Fixed at Tk. 85.20/share.

Disclaimer:

Investing involves risk. The value of an investment and the income from it will fluctuate and investors may not get back the principal invested.

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In Search of Grass Root History of ICMAB

FROM PAKISTAN INSTITUTE OF INDUSTRIAL ACCOUNTANTS (PIIA) TO THE INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF BANGLADESH (ICMAB) - 1971 TO 1980

Khan Abdus Sobhan
Ex-Director, PIIA and ICMAB

The Author of this Article was the Founder Editor of the Journal - THE COST & MANAGEMENT since its inception in 1974 to 1977. He was the Director of ICMAB who served the Institute for twenty years. The author was so fortunate to work very closely with the Founder of ICMAB - Late Ruhul Quddus FCMA. He faced many difficulties to establish the Institute in such way along with other co-warriors of Mr. Ruhul Quddus FCMA. He is also one of the warriors who brought the transition period for ICMAB i.e. from PIIA to ICMAB. He initiated and took leadership to transform PIIA into ICMAB and also developed the logo of ICMAB to brand the CMA profession.
Introduction

The year 1971 was the year of movement for independence, war of liberation. In the 1st week of February of that year, I joined Pakistan Institute of Industrial Accountants (PIIA) as Deputy Director. Before joining here, I was working as a Lecturer in “Titumir Government College”.

After joining here, I came to know that the President of PIIA was the then Economics Minister of Pakistan, Mr. Mohammad Shoeb and the Secretary was Mr. Khurshid Ahmed, Mr. Ansari was the Executive Director. In that time, PIIA was running under the “Pakistan Industrial Accountants Act, 1966”. Founder of ICMAB, late Ruhul Quddus FCMA was the only representative from the then East Pakistan in the eight members Council of PIIA.

1. PIIA Dhaka Branch Office & its location:

Dhaka Branch office of PIIA was located at the right side of Gulistan Cinema Hall at "Khulna House", 67 Banga Bandhu Avenue (3rd Floor). All the activities of the Branch i.e. office room, library etc. were done in an 1100 square feet room making partitions in it. Late Mr. Ruhul Quddus FCMA was the honorary Secretary of the Dhaka Branch Council and the Chairman was Mr. A N Hamidulla, the then Managing Director of Eastern Bank Ltd. (Presently Uttara Bank Ltd.) who became the Governor of Bangladesh Bank later on.

2. Manpower of PIIA Dhaka Branch Office

At that time, only three persons - Mr. Mofazzal Hossain, Office Assistant and Mr. Safat Ahmed, a part time Officer and me were working in PIIA Dhaka Branch Office. An Assistant Director, namely Mr. Mohammad Hossain resigned from Dhaka Branch Office within a very few days after joining. After that Mr. K.M. Bahauddin, Mr. Anwar Hossain, Mr. Md. Foyez Ahmed joined with us as Office Assistant and Mr. Sultan Shaikh as Office Peon. In this circumstance, I became frustrated as I left a govt. job earlier and joined here.

Movement for Independence was going on all over the country. Pakistan Army started “Operation Search Light” on 25th March. In this situation, I went to my village home for few days and came back to Dhaka in April. We had few works to do in office. At that time, classes of PIIA Dhaka Branch were held at Notre Dame College. I was also a student of PIIA Dhaka Branch. Mr. Rafiq Ahmed FCMA was our teacher of ‘Cost Accounting’. In fact, he was the pioneer of my joining in PIIA.

Ruhul Quddus FCMA was a Director of Power Development Board. He asked me often to go to his office and learn how to run an office smoothly, as teaching and office work is different. He taught me where is to go in an important office, who is key person and how to deal with him, how to become successful in any assignment etc. I applied those learnings in every sphere of my service life and became successful everywhere.

3. Organizing PIIA Summer Exam in 1971

An office order came from Head Office, Karachi to organize Summer Examination in June 1971. Question also came from Karachi. Council Member Mr. Anis visited our office to see the preparation for examination. The exam held accordingly. But after independence, the govt. canceled all the exams held during the war of liberation. Afterwards the examination was held again and we took necessary steps to legalize it.

4. An order to participate in a training in Karachi

In July or August 1971, an office order came to me to participate in a training program in Karachi. At that time, the freedom fighters were attacking the Pakistanis frequently all over Bangladesh. West Pakistanis started thinking us as their enemy. Mr. Ruhul Quddus denied to send me to participate in the training program in West Pakistan. I was saved from being confined in West Pakistan by the blessing of Almighty Allah.

5. Independence of Bangladesh and start of our advancement

At last, Bangladesh became independent on 16th December 1971. So far I can recall, we returned to office at the end of December. Our journey of advancement started from the beginning of 1972. According to the order of Bangladesh Government, we cut the name of ‘Pakistan’ and incorporated ‘Bangladesh’ at the beginning of the name of the Institute. Thus, PIIA became BIIA—Bangladesh Institute of Industrial Accountants. Mr. Ruhul Quddus advised us to communicate with the Members in January 1972. We started to communicate when in Bangladesh, the number of members was less than 20. So far I remember, PIIA was under the ministry of Commerce since the tenure of Pakistan. We started to communicate with the newly established Commerce Ministry of
Bangladesh to become enlisted as an autonomous body and we became successful. We collected telephone numbers of the members living in Dhaka and Chittagong from the member list and communicated with them. The first meeting of the members was held in January 1972 and decided to form a Council. According to the decision of that meeting a Council was formed. At least 08 Fellow Members require to form the Council, but we had only 06 Fellow Members in Dhaka. So, 02 Associate Members were included in the Council and government approval was taken.

6. Receiving grant from the government

After independence of the country, we had nearly eight thousand taka in our savings account in the bank. As number of students and members were very few, we tried seriously to receive grant from the government. I built up a very friendly relationship with Mr. Gafur, a Section Officer of the Ministry of Commerce and also with some other good Officers. Thus, we received Tk. 1 lac in 1975 and Tk. 3 lacs from 1976. We had a copy of plan of PIIA Bhaban which was supposed to be built in Lahore, Pakistan. We made some changes in the plan taking suggestions from our Council. After that we started strong persuasion in the ministry. At last, 15 kathas of land were allocated at Nilkhet, Dhaka. It was a slum area. According to the Layout Plan, our land was in deep areas of the slums. We almost occupied the land on which the present building is situated as suggested by Late Ruhul Quddus. We got allocation of 15 katas but we occupied 24 katas of land, because we needed the additional area of the land. After occupation, we felt in a great danger to implement the layout plan. However, after hard work and strong persuasion, we could register the land at last.

7. Start of ICMAB Academic activities

Earlier I mentioned that in Pakistan Tenure, the classes of PIIA were held at Notre Dame College, Dhaka. After independence, they denied to give the facility any more. We again fell in danger. After heart and soul try of Prof. Khandoker Bazul Haque, the then Dean of Commerce Faculty of Dhaka University, we got permission from the Vice Chancellor to take classes in Dhaka University. Since 1979/80, ICMAB classes were held in the Arts Building of Dhaka University. Two examinations were held yearly according to the provision of PIIA since 1972. Arrangement of examination, question setting, moderation, printing etc. were done very secretly. Late Mr. Musabbir gave huge time and labor to arrange the examinations. As the number of our members were limited, we took support from the teachers of Dhaka University & BUET, Advocates of Dhaka High Court and even from two Justices of Dhaka High Court to teach in classes, question setting, evaluation of answer script, publication of results in due time.

8. Introducing Correspondence Course

The Council decided to introduce correspondence course. Though our work forces were limited, we started it bravely. Correspondence course started from 1974.

9. Importing books from foreign countries

At that time, there were crisis of textbooks in our country. So, we took initiatives to import text books and solution books of 'Cost Accounting' and 'Advanced Accounting' from America.

10. Chittagong Branch, Rajshahi and Khulna Coaching Center

Soon after the independence, according to the suggestion of Mr. Ruhul Quddus, I started visiting isolated divisional towns of Chittagong, Rajshahi and Khulna to start academic activities there as a form of branch or coaching center. Eminent educationalist Mr. Safat Ahmed Siddique was the Principal of Chittagong College at that time who helped us a lot to start the branch activities there. Mr. Asgar Ali Talukder was given the charge of Rajshahi Coaching Center and Mr. Abul Bashar, Principal of Azam Khan College was given the charge of Khulna Coaching center. Moreover, Mr. Asgar Ali Talukder and Mr. Safat Ahmed Siddique were honored by making them the Council Member so that the branch or coaching center activities run well.

11. Building ICMAB Bhaban and Logo of the Institute

We took initiatives to build ICMA Bhaban in FY 1975-76. According to our application, Commerce Ministry took necessary action and sent it to the Planning Commission. We successfully made the Planning Commission understand the importance of building such a specialized institute building. In FY 1976-77, we got allocation of Tk. 35.50 lacs to build the ICMA Bhaban. Tender was invited in the same year and work order was given to the lowest bidder to build a three storeyed building. Late Ruhul Quddus himself took many initiatives. The then Secretary of ICMAB Mr. Nazrul Hossain,
Council Member Mr. Uttam Ali Mia and ICMAB Officers arranged to supply Bricks from Fatulla, Rod from Chittagong Steel Mills and Cement from Chatak Cement Factory. Three storeyed building was built within 1978-79. Later on 4th floor of the building was built with own fund of the Institute. Under the leadership of the Founder President of ICMAB, late Ruhul Quddus FCMA developed the logo of the institute that helped later on to build up the branding of the institute.

The relevant Officer of the Planning Commission declared it as an "Ideal Project" as the work was done within the time limit.

12. Inauguration of ICMA Bhaban, formation of SAFA with the participation of the members of Cost and Management Accountants & Chartered Accountants Institutions of SAARC Countries

After completion of three storeyed building a decision was taken to inaugurate it in a befitting manner. Invitation letter was sent to the professional Institutes of India, Pakistan and Sri Lanka. Prominent personnel of professional Institutes of the country were also invited. According to the decision of the Council, a colorful souvenir was published on this occasion. A seminar was also organized. The then Finance Minister Mr. Syfur Rahman was the Chief Guest and Industry Minister Mr. Jamal Uddin was the Special Guest in the seminar. Mr. Ruhul Quddus proposed to form SAFA to the participants of India, Pakistan and Sri Lanka. Everybody agreed to the proposal and thus SAFA was formed.

13. ICMAB Journal THE COST AND MANAGEMENT

In 1973-74, the council decided that a journal namely THE COST & MANAGEMENT would be published as the mouthpiece of the Institute. Accordingly, we applied to the government and started publishing the journal taking necessary approval. Mr. Khan Abul Sobhan was appointed as the Editor, Mr. Akter Kamal, Mr. Hironnjoy Paul, Mr. Nurul Hassan FCMA contributed a lot to publish the journal. At first, it was published half yearly and then quarterly. We sent the copies of the journal to the members regularly. In 1983, Mr. Md. Mizanur Rahman joined ICMAB and took over all supervisory works of the Journal. He has been serving the Journal till today i.e. he is serving the Journal more than 32 years. Presently he is the Secretary of Journal and Publication Committee of the Institute. Until now, he is working hard with full dedication to the Journal and for the Institute as well.

14. ICMAB development program under UNDP Project

A decision was taken to communicate with UNDP and accordingly we did it. There was a wing of UNDP in Planning Commission. After many meetings and lobbying, we became successful to make UNDP understand that their support is very much needed for the development of ICMAB. At last the project was approved and we got a Technical Expert, many books, computer etc. from them by which ICMAB was very much benefitted.

15. Appointing 02 Directors and 02 Deputy Directors in 1980

Two Directors and two Deputy Directors were appointed to run the Institute smoothly in 1980. Mr. Muzaffar Ahmed was the Director, Education and Mr. Salauddin, Director, Finance & Admin. Mr. Muzaffar Ahmed took necessary steps in introducing new syllabus and developing quality of examination, which increased the image of the Institute a lot.

In conclusion, we must acknowledge that all these activities could be done smoothly due to dynamic leadership of Mr. Ruhul Quddus and wholehearted support and cooperation of Mr. Rafiq Ahmed, Mr. Nazrul Hossain, Mr. Uttam Ali Mia, Mr. Nurul Hassan, Mr. Mohiuddin Ahmed, Mr. M. A. Mussowir, Mr. Abul Hashem, Mr. Akter Kamal, Mr. Muzaffar Ahmed and other members of the Institute.

It is to be noted here that all those successes and developments of ICMAB were achieved due to hard work of some ICMAB Officers - Mr. Mofazzal Hossain, Mr. K. M. Bahauddin, Mr. Md. Mizanur Rahman and other colleagues who served the institute at the very beginning since 1971.

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The four most dangerous words in investing are: 'this time it's different.'

- Sir John Templeton
ICMAB's First Editor Past President

MD. NURUL HASSAN FCMA


My adorable loving father Mr. Md. Nurul Hassan FCMA, DMA(UK) was not only mine but also part and parcel of ICMAB. The Cost and Management Journal was his first son as he was involved with it before my birth. He was the Editor of the COST & MANAGEMENT Journal, Past President of the Institute, also Past President and Advisor of SAFI. He was involved with the journal for about one and half decades in piecemeal from ICMAB’s inception in 1977 to the period prior to his passing away in 2010 in different capacities including Editor of the journal.

It’s beyond my capacity to write about such a versatile person who was intermingled with this journal. It will be an anecdote which depicts his love, affection, attraction, addiction and overall devotion for it. Many nights my mother recalled he had passed unslept and I am proud to keep his legacy with me.

Even though he was submerged in his desk work with lots of paper cuttings and writings he used to teach me about different aspects of life, relationship with others, family bond and education. Sometimes I had to see the proof of his scripts and I invented him as a bright morning star in the galaxy of intellectuals who spontaneously did all the colossal creations without hampering family life. Whenever any officials came for seeking guidelines regarding issue of the Journal, he served them always with entertainment in a pleasant mood that I could recall still now.


During his editorship he incorporated new columns of expression of different needed topics of Management, Economics and current affairs. He introduced columns like Editor’s Diary when he remains as Editor and Accountant’s Diary when he had not been an Editor of the journal. He also introduced different columns entitled Views, Opinion, Events & Comments all of them were self-explanatory columns of detailed subject matter. The journal also contained the pages of ‘Interview’ where conversation of various appropriate and concerned subject matter the form of question and answer between the Editor and different esteemed Personalities used to appear.

Furthermore during his Presidentship, he opened new introductory column of the journal entitled “This is President Calling from ICMAB” where he used to explain elaborately different topics, such as: Profession-Press relations, Management Accounting in the Global Environment, God-fathers of National Economy Must Listen, The Hard Hitting Gulf Crisis and finally saying Good-Bye through the last issue of the journal at the end of his tenure as President of the institute which he decided earlier at the beginning to resign after one year Term. In that issue of the journal, it was mentioned that as
believed by all concerned members for combined intelligence and collegial collective leadership it was agreed that office bearers should change at the end of each calendar year for larger participation of members. Leadership rotation is correlated to long term institutional development he believed. He showed before us that example. The future leaders of ICMAB could get lessons from their senior leaders who proved their life as a candle bearer.

Expressing gratitude to the ICMAB members and others to elect him for 5th, 6th, 7th council in 1983, 1986 and 1989 with highest number of votes continuously was singular honour bestowed on him. In that issue of the journal he focused his reluctance to contest election for any elective post rather striving to guide the profession to the best of his organizing capability, integrity, reputation, regulation and discipline of the profession which he complied.

The journal quoted that appropriate attention was also given to establishment of generally accepted Cost & Management Accounting principles and professional standard and quality control, continuing professional education(CPE) in management Accounting.

The respective published items in the journal also indicated to lay emphasis on the following points:

To develop more intimate contacts with the Members of the Institute with a view to get their suggestions and borrow their prudence in running the affairs of the Institute and reach consensus on core issues relating to the CMA profession at large.

To design a strategy for the CMA profession for the Decade of Nineties and subsequent decades.

To impress upon authorities that the Cost Management Accountants could contribute substantially to an honest appraisal of the national economy so that policy planners and economic managers might pay attention to overcoming the lapses and the short-comings, if any, in both project formulation and project implementation.

To pay appropriate attention and importance to Public Relations with a view to project the prospects and potentialities of the profession.

To draw the attention of the authorities to the role the CMAs can play in revitalizing depressed world economy particularly the LDCs’ economy.

I expect that the innumerable articles which he wrote on various topics in the leading daily newspapers and his last research work on Power and Energy could be published in the journal in future.

I may recall the cover story of an issue, namely “Luca Pacioli - The Real Guide to Modern Accounting” where my father and others called the Italian born Monk Luca Pacioli an ‘Accounting Renaissance Man’ and ‘God Father of the Accounting Discipline’. In this context, being an individual of another profession, I perceive my father as the Luca Pacioli of accounting field in our country.

I believe the journal "THE COST & MANAGEMENT" will remember his massive contribution forever. My humble request is to preserve his inscriptions in a compiled form to be published, so that, exchange of views and knowledge cab be contemplated. I will never forget the memory of my father which I had experienced from saying of other senior members of ICMAB on the evening of February 2, 2016 at ICMAB. Thank you for the adorable reception to all the editors since 1974 and remembering all of them including my beloved father in an aristocratic manner. My father would have been proud to see ICMAB at a height reaching where he dreamt it to be.
Late Dr. Md. Habibur Rahman’s journey with ICMAB was not of any short tale, rather a cherished memory of success and great relations that he made over the years. He was one such person whom people liked to perceive in different ways. Sometimes being a good mentor and contributing his knowledge and passion of work to his students, sometimes being a philosopher and teaching people about life and sometimes, just like a friend next door, he always used to manage bringing out the best in people and making them feel that anything is possible by hard work and good intent, my father has placed himself in everyone’s heart. With my father’s integrity, honesty, dedication, a strive to produce pieces of writing that can be acknowledged and identifiable around the world, the journal has come so far and it sure represents a reputable profession managed by great leaders and thinkers of the country.

It was a great honor and privilege to receive this award on behalf of my father, Late. Dr. Md. Habibur Rahman. The gathering of 2nd February was a proud moment for all of us to witness such overwhelming love and respect given to my father among all other great people.

I hope ICMAB and the profession goes far beyond success in the years to come. Heartfelt thanks to ICMAB for the honorable reception and remembering my father in a special way. He would have been proud to see ICMAB reaching where he dreamt it to be.

Farheen S Rahman daughter of Late Dr. Md. Habibur Rahman taking crest on behalf of her father.
This section focuses on reflections from young students of ICMAB and how they have been pursuing their CMA career path and facing challenges in CMA study at the beginning of their career.

Interview With a CMA Student at Business Level of ICMAB, Dhaka Branch

CMA career path has opened for the students who completed their graduation could start the CMA education at the business level. ICMAB opened this career path to new generation students who have completed graduation in any discipline may start CMA education which has been considered as a career path of life time CMA profession in Bangladesh. This is an exciting career path for the new generation students of Bangladesh. The country has been growing witnessed by its development indicators but Indicators witnessed that Bangladesh has been growing but at the same time the corruption index rating has also been increasing. To address such circumstances, we need more cost & management accountants to combat corruption by establishing corporate governance, transparency, accountability and ethics at all levels in the value chain. This is a great opportunity for young talented students of Bangladesh to serve their motherland and play a much stronger role in the days ahead. We have about 160 million population but we have only about 3,000 qualified professional accountants (both CAs and CMAs). We have very poor ratio between professional accountants and population of the country in compare to neighboring countries. We welcome brilliant students to come to the most vibrant CMA profession to make a difference in their career path.

Mahbuba Mannan who obtained SSC from Jatrabari Ideal High School, Dhaka in 2005 and HSC from Motijheel Ideal High School, Dhaka in 2007. Her career vision was to become a commerce graduate. In 2011 and in 2012, she completed her graduation and masters in Marketing from Eden Mohila College under National University with first class in both the examinations. On her career journey, she came into contact with a senior brother during her school life who inspired her to become a CMA that changed her mind set and got enrolled in CMA education at business level after completing her university education. The Cost & Management Journal representative contacted her with some pre-designed questionnaire and her responses are recorded and placed herewith.

Why do you pursue CMA education from ICMAB?
Answer: When I was in class VIII, one of my senior brothers asked me about my future career plan. I told him, I would study in commerce and I would seek for job in a bank. But, he suggested me to be a Cost & Management Account (CMA). Then, I was eager to know about CMA courses from different sources including him. He told me about CMA degree and what I could do as next step but at that time, I could not understand many things. Then, I completed my SSC and HSC. After that, I got myself admitted in the Eden Mohila College at Dhaka for BBS program. When I completed my graduation and post-graduation from National University, then first I would look on the ICMAB building on the way. As you know that one of the big problems in our country is to get a suitable job after having an academic qualification. After completing my BBS & MBS program, I wanted to know about ICMAB from the internet. As CMAs from ICMAB always have job prospects at home and abroad, I have decided to complete CMA with a hope to become a global professional one day. That’s my secret to get inspired to get myself admitted in the business level.

How do you make a comparison between CMA education and other academic qualifications?
Answer: I think the big problem is that our academic syllabus is limited and no scope to raise practical skills. There is rigid one syllabus being followed year after year with no update. The teachers used to teach with traditional style, give suggestions and make questions from that syllabus. Whether student
understands or not are considered. Memorization is the key to success in the examination. Transfer of skills is not at all considered. But, CMA education is totally different. In the ICMAB, one cannot pass without learning and understanding. A CMA student must have full knowledge about all subjects, all levels related to the real life situation. A CMA student has to learn by heart A to Z from syllabus which focuses on educational as well as ethical aspects of learning. CMA is a professional qualification that means a person who hold this qualification can give decisions independently following ICMAB value code. The members of this profession must hold five ethical principles, which are integrity, objectivity, confidentiality, professional competence and due care and professional behavior. Academic qualifications don’t have such obligations.

**What are the main challenges you faced in studying for CMA education?**

Answer: I have completed my graduation from National University. So my studying pattern is totally different. I get admitted into ICMAB from an institute with a different pattern. And I consider it is a big challenge for me. The new syllabus of ICMAB is also another big challenge for new students as they will not get any reference to previous question patterns. And my big challenge is time. As I completed my graduation I spend much valuable time. I will try my best to finish my CMA course as early as possible.

**Do you think that CMA qualification will help you to get added advantage in the job market?**

Answer: In our country, there are many limitations in getting a suitable job as per knowledge and skill. As an example, our government takes some big projects such as Padma Bridge, Dhaka-Chittagong Highway and Ready Made Garments Industry (RMG), etc. but skilled human resource is found always a constraint. Transparency, accountability and governance situation are always found a question! To complete these projects on time as huge costs are involved and there are dire needs to have a proper accounting in recording expenses and income. To keep continue such mega projects, the services from qualified CMAs have no alternative. Bangladesh government is now taking qualified CMAs to do such valuable jobs. A CMA can get new jobs quickly and switch to upper level easily compared to other academic graduates. CMA education can help us to have an access to a larger world of knowledge and opportunities. The speakers motivated and inspired us through their valuable speeches and advices. Qualified CMAs were the speakers. They showed us the path of progress and told that CMA profession is a life time profession. The profession has a obligation to follow agreed ethical values. They gave us some suggestion about how we can pass the CMA exams quickly. Inside and Outside, our country has been changing very fast, particularly job patterns and prospects, so, we expect the right direction to match with the global market from the institute. Teachers must have right training to improve their teaching styles to help us providing the right guideline and appropriate advice.

**What do you expect to get from ICMAB as a student?**

Answer: I get admitted in 2015 July-December session. Our syllabus is new. So, our study pattern, guideline and question pattern are changed from previous ones. So, we need special guideline and advice from the teachers. In the library, the CMA study texts are old edition books. So, as a student I think that Dhaka and other branches need relevant books and those books must be available in the library. We also need a specific guideline on how we can pass the exams quickly. Inside and Outside, our country has been changing very fast, particularly job patterns and prospects, so, we expect the right direction to match with the global market from the institute. Teachers must have right training to improve their teaching styles to help us providing the right guideline and appropriate advice.

**Could you remember any memorable event during your study at ICMAB?**

Answer: The orientation day was my memorable event at ICMAB. I could not believe that I would be going. To have access to a larger world of knowledge and opportunities. The speakers motivated and inspired us through their valuable speeches and advices. Qualified CMAs were the speakers. They showed us the path of progress and told that CMA profession is a life time profession. The profession has a obligation to follow agreed ethical values. They gave us some suggestion about how we can pass the CMA exams within a short time. I will never forget the day.

**To fulfill your future dream comes true do you think the CMA qualification will be able to fulfill your aspirations?**

Answer: Women of Bangladesh have been lagging behind. As a woman, I have a lot of challenge to face than a man. I got admitted to CMA education to become a CMA first. Then, I would like to play an important role in positioning our economy ahead with my innovative ideas and hard work. I believe, I must be a CMA one day and with the help of this designation, I will help to bring my one step forward.

[Interviewed by The Editor, THE COST & MANAGEMENT.]
Newly elected President Mr. Arif Khan FCMA has been congratulated by immediate past President Mr. ASM Shaykhul Islam FCMA on February 09, 2016 after assuming his presidency.

The Council also elected Mr. Jamal Ahmed Choudhury FCMA and Prof. Mamtaz Uddin Ahmed FCMA as Vice-Presidents, Mr. Md. Abdur Rahman Khan FCMA as Secretary and Prof. Dr. Swapan Kumar Bala FCMA as Treasurer of the Institute.
New President of ICMAB

Mr. Arif Khan is a Fellow Member of the Institute of Cost & Management Accountants of Bangladesh (ICMAB) and recently has been elected as the 30th President of the institute for 2016. Currently he is working as CEO & Managing Director of IDLC Finance Limited, the leading Financial Institution of the country. He was ex-Commissioner of Bangladesh Securities & Exchange Commission (BSEC) and during his four and a half years tenure, he undertook major reforms in the regulatory framework of the country’s capital market. Before joining BSEC, he was working for IDLC Finance Limited as Deputy Managing Director. He was also President of Bangladesh Merchant Bankers Association (BMBA). During his long engagement with the corporate World, he headed the team of some prestigious Initial Public Offerings (IPO) in the local market. Among the list of his successful IPOs are Berger Paints Bangladesh Limited, Marico Bangladesh Limited and the groundbreaking first Book Building IPO of R.A.K. Ceramics Limited. After obtaining Master Degree in Finance & Banking from the University of Dhaka, Mr. Khan started his career in Arab Bangladesh Bank Limited (Now AB Bank Limited) in 1991. Before joining IDLC Mr. Khan also worked for BEXIMCO, one of the leading business conglomerates of the country. In IDLC, he was instrumental in setting up Small & Medium Enterprises (SME) Division, Consumer Division & Merchant Banking Division. He played an important role in setting up IDLC Securities Limited (IDLCSL), a brokerage subsidiary of IDLC Finance Limited and served as Chairman of IDLCSL for first three (3) years of operation. Under his leadership IDLCSL has become one of the top five (5) brokerage houses in Bangladesh in just three (3) years time.

He has also done his Masters in Business Administration (MBA) from the Institute of Business Administration (IBA), an apex body for business education in Bangladesh. Besides, he is a Charter holder from CFA institute of USA and the founding President of CFA Bangladesh Chapter. He was a member of the “Core Committee” of Bangladesh Bank (Central Bank) for developing Guidelines for "Domestic Factoring Operation in Bangladesh" and "Asset-Liability Management of NBFIs". Besides, Mr. Khan is also a frequent lecturer and faculty in various educational institutions like ICMAB, IBA of Dhaka University, Bangladesh Institute of Bank management (BIBM) and Finance Department of University of Dhaka. He is a widely travelled person and visited India, Malaysia, Thailand, Singapore, Hong Kong, London, Spain, France, Brazil and United States of America for attending various training program as well as international Conference and Seminars.

Mr. Jamal Ahmed Choudhury FCMA has been elected as the Vice President of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) for 2016. Currently he is working as Executive Director, Finance and Accounts in Beximco Pharmaceuticals Limited. He has wealth of experience as a professional accountant in national and multinational companies. Mr. Choudhury takes keen interest in education and research. He has been a part-time faculty in several public and private universities for over a decade. He has to his credit, a good number of publications in national and international journals. He is a frequent contributor to the national dailies and writes on business, economy and finance related issues. He was the Chairman (2005) of Dhaka Branch Council and Member of the National Council (2010-2013). He served the Institute as Secretary in 2014.

He obtained his post-graduation in Accounting from the University of Dhaka and MBA from IBA.
Professor Mamtaq Uddin Ahmed FCMA has been elected as the Vice President of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) for 2016. Earlier, he was the President of the ICMAB for the year 2007 & 2012, and as the Vice President in 2005 & 2006. He was the Secretary of the Dhaka Branch Council of ICMAB for the year 1991. Professor Ahmed, a Senior Fellow Member of the Institute, has been serving as a faculty in the Department of Accounting & Information Systems, University of Dhaka since July 14, 1986. He served as a Lecturer in the Department of Accounting, University of Chittagong during the period from April, 1984 to July 13, 1986.

He also served as a Consultant in different World Bank and GOB (Government of Bangladesh) funded projects and acted as a resource person in different training programs. Professor Ahmed, a brilliant student, obtained 1st Class in all public examinations and obtained 5th, 1st, and 2nd positions in H.S.C., B.COM (HONS.) and M.COM respectively.

Prof. Ahmed act as a Member of National Pay & Service Commission and Chairman, Department of Accounting & Information Systems, University of Dhaka. He has published more than 28 (twenty eight) articles in various recognized journals.

He is a life member of Bangladesh Economic Association; Independent Director, Chittagong Stock Exchange; Member, Board of Governors, Insurance Academy; Chairman, Governing Body, Sheikh Borhanuddin College, Dhaka. He was working as a nominated member of ICMAB at Advisory Committee of Road Fund maintenance Board. He was elected member of the Senate and Finance Committee of Dhaka University. He is also engaged as Director of the Dhaka Power Distribution Company & Ashuganj Power Station.

He became professionally eminent by authoring many technical papers for Seminars, Conferences and Workshops organized by national & International accounting bodies. He has participated in numerous National & International Seminars, Workshops and Conferences. He is a widely travelled professional.

Mr. Md. Abdur Rahman Khan FCMA has been re-elected as the Secretary of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) for 2016. Currently he is working as Deputy Secretary in Finance Division of the Ministry of Finance of the Government of the Peoples’ Republic of Bangladesh. Before this, he worked in income tax administration for about 22 years in home and abroad. He started his taxation career in 1994 as an Assistant Commissioner of tax and later on worked as Deputy Commissioner, Joint Commissioner and Additional commissioner of Taxes. As Additional Commissioner of Taxes, he worked as First Secretary (Tax Policy) in the National Board of Revenue (NBR) and had been involved in formulation of Finance Act 2014 and Finance Act 2015.

Mr. Khan worked as an International Adviser of the United Nations and as a consultant of the World Bank during 2004-2011 periods.

After obtaining post graduation degree in Accounting from University of Chittagong Mr. Khan obtained his second masters in Government Financial Management from University of Ulster, of the United Kingdom. He has written a good number of articles on taxation in reputed professional journals and presented number of papers in national and international seminars and workshops. Mr. Khan has strong passion for teaching and is currently working as a part time faculty of Dhaka University and BCS Taxation Academy. He also worked as a part time faculty in North South University, Jahangir Nagar University, University of Development Alternative, Institute of Cost and Management Accountants of Bangladesh (ICMAB), Financial Management Academy (FIMA) and Bangladesh Public Administration Training Institute (BPTAC) etc.
Prof. Dr. Swapan Kumar Bala FCMA has been re-elected as the Treasurer of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) for 2016. Currently he is working as the Managing Director of Dhaka Stock Exchange Ltd. (DSE). Under his management leadership, DSE has been demutualized in November 2013. He began his teaching career at Dhaka University as a Lecturer of Accounting in 1991 and became Professor in 2011. He is an IFRS professional from ICAEW (UK). In addition to B.Com. (Hons.) and M.Com. in Accounting from Dhaka University, he completed M.Phil. equivalent ‘BIDS Advanced Course on Economics and Quantitative Techniques’ and did his Ph.D. on Value Added Taxation from Dhaka University.

Dr. Bala is the current Chairman, SAFA Committee on NPOs and Cooperative Sector. He was ICMAB’s Journal Committee Chairman and Editor of the journal (March 2012 to Feb. 2013) and Dhaka Branch Council Chairman (2008).

Prof. Bala is a Professional Member (CMA) of IMA (USA), an Associate Member of Virtual Institute, UNCTAD and a life member of the Asiatic Society of Bangladesh. He has extensive Training of Trainers experience. In the recent past, he represented ICMAB in ICAI’s 54th National Cost Convention (Jan. 2013; India) and Global Management Accounting Summit 2015 (July 2015; Sri Lanka) and represented DSE in US SEC’s Program, World Exchange Congress, WFE’s Programs and APEC FRTI Regional Seminar (USA, Qatar, South Korea, Brazil and Maldives). Dr. Bala also rendered professional services to Bangladesh Bank, NBR, ISTCL and BICM. To his credit, he has 70 research articles, 9 research monographs, 9 books, 1 study manual, 42 seminar papers and 9 entries in Banglapedia.

ICMAB
inaugurated "Members' E-Management Module"
and organized CPD program on
"Practicing Opportunities for CMAs and Challenges"

The Institute of Cost and Management Accountants of Bangladesh (ICMAB) organized a Continuing Professional Development (CPD) program on "Practicing Opportunities for CMAs and Challenges" on February 29, 2016 at ICMAB Ruhul Quddus Auditorium, ICMA Bhaban, Nilkhet, Dhaka.
Prior to the CPD program, Mr. Arif Khan FCMA, President of ICMAB, formally inaugurated recently developed Members’ e-Management Module of ERP system of ICMAB and delivered his welcome speech. Mr. Jamal Ahmed Choudhury FCMA, Vice President of ICMAB, has briefed the use of E-Management Module to the members joined the program. He emphasized the digitization process of ICMAB where the members can manage their information by themselves including payment of annual membership fees without coming to the institute or going to the bank. With this, ICMAB has brought a new height to its professional services.

In the second part of the program, Mr. M. Abul Kalam Mazumdar FCMA, Past President & Council Member, ICMAB presented the Key Note Paper on Practicing Opportunities for CMAs and Challenges. The presentation was followed by panel discussion on the topic. Mr. Md. Abdur Rahman Khan FCMA, Secretary, ICMAB and Deputy Secretary, Ministry of Finance, Prof. Dr. Swapan Kumar Bala FCMA, Treasurer, ICMAB and Managing Director, Dhaka Stock Exchange Ltd., Mr. Ranjan Kumar Bhowmik FCMA, Member, Taxes Appellate Tribunal, Ministry of Finance and Mr. Md. Mahbub Hossain Mazumdar FCMA, Chief Executive Officer, AFC Capital Ltd. were the panelists. The program was moderated by Mr. Jamal Ahmed Choudhury FCMA Vice-President, ICMAB and Executive Director, Accounts & Finance, Beximco Pharmaceuticals Ltd. Fruitful discussions were made by the panelists on the practicing opportunities and challenges for CMA profession.

A good number of members of the institute attended and participated in the discussion program.

"Wide diversification is only required when investors do not understand what they are doing."

- Warren Buffett
The 44th Annual General Meeting of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) was held on January 01, 2016 at ICMAB Ruhul Quddus Auditorium, ICMA Bhawan, Nilkhet, Dhaka.

Mr. A S M Shaykhul Islam FCMA, President of the Institute presided over the Meeting. Mr. Md. Abdur Rahman Khan FCMA Secretary presented the Institute’s Annual Report for the year 2014-2015. Prof. Dr. Swapan Kumar Bala FCMA, Treasurer presented the Accounts and Financial Reports of the Institute for the year 2014-2015. Fellow and Associate members of the Institute spontaneously participate in the overall activities of the Institute.

Mr. Arif Khan FCMA and Mr. Jamal Ahmed Choudhury FCMA Vice Presidents of the Institute replied the questions raised by the members relating to the Examination, Education, Administration, Accounts and other matters of the Institute.

Past Presidents, Council Members and a large number of Fellow & Associate Members of the Institute attended the Annual General Meeting.
Presidential Dinner

Being invited by the immediate Past President Mr. A.S.M Shaykhul Islam FCMA, the past Presidents as well as Vice-Presidents and Council Members of the Institute participated in a Presidential Dinner on February 09, 2016 at Santoor Restaurant, Dhaka to offer suggestions for betterment of the Institute and the profession. Among the Past Presidents and Vice-Presidents Mr. Rafiq Ahmad FCMA, Mr. Md. Uttam Ali Miah FCMA, Mr. Muzaffar Ahmed FCMA, Mr. M. Abul Kalam Mazumdar FCMA, Mr. Md. Abdul Aziz FCMA, Mr. Md. Abdur Rashid FCMA, Mr. Md. Ruhul Amin FCMA, Prof. Mantaz Uddin Ahmed FCMA, Mr. A.K.M. Delwer Hussain FCMA, Mr. Mohammed Salim FCMA, Mr. M.A. Matin FCMA and Mr. Ruhul Ameen FCMA attended the dinner. The present Councilors were also attended the dinner.

Reception to the Newly Qualified CIMA

National Council of ICMAB has organized reception program in two different dates January 17, 2016 and January 19, 2016 to congratulate ICMAB members who has qualified CIMA Strategic Case Study examination. Honorable President, Vice President, Secretary, Treasurer and Past Presidents of ICMAB have attended the session and appraise the members for their achievements. Members have shared their experience behind the success. Honorable President of ICMAB has handed over a token gift. The program ended with a dinner.
The Institute of Cost and Management Accountants of Bangladesh (ICMAB) has organized a historical memory-driven event on the theme 'Meet Editors since 1974: Forget not thy Roots' where all the editors and associate editors since 1974 of the institute's journal 'The Cost and Management' were present. The attendees of the program have witnessed an evening with full of stars on 2nd of February 2016 which is a rare event in the history of ICMAB. So far the journal has been blessed with 21 editors and associate editors from its inception.

The institute acknowledged the contribution of all the editors and associate editors for their untiring effort which brought the journal in today's status. The idea of such a commemorative event was conceived by the present Editor Mr. Naba Krishna Muni FCMA. He made a presentation on THE COST & MANAGEMENT Journal since 1974 before the august gathering.

This is the only journal in the country being published bi-monthly from ICMAB covering the areas of cost accounting, management accounting, finance, business studies and research. Meanwhile three editors died but the daughters of them as representatives received the crests and gifts on their behalf. Each and every Editor and Associate Editors were greeted with a crest and a gift packet.

President of the institute, Mr. Abu Sayed Md. Shaykhul Islam FCMA has addressed the audience and handed over crests of the institute and token gifts to all the editors and associate editors. The secretary of the institute, Mr. Md. Abdur Rahman Khan FCMA gave an inaugural speech. The Vice-President of the institute Mr. Arif Khan FCMA had a closing remark and offered vote of thanks.

A good number of members of the institute were present in the program. The program was ended with a fellowship dinner.
Mr. Abu Sayed Md. Shaykhul Islam FCMA, President ICMAB has inaugurated its Online Admission System at ICMAB Ruhul Quddus Auditorium, ICMA Bhaban, Dhaka on December 28, 2015. A good number of members and students of ICMAB were present on the occasion to witness the program. With this, ICMAB has achieved a new milestone in the process of digitizing ICMAB Campus. From now onward students can check and make payments through the newly introduced system visiting www.icmaberp.org.

It is important to note that ICMAB has already introduced members’ module, digitized library and is now in the process of implementing e-learning module so that any student from anywhere can join live lecture sessions to the faculties of their choices.
We Mourn

We are deeply shocked at the sad demise of our beloved Associate Member Mr. Humayun Kabir ACMA (F-0197) on 21 January 2016 at Bankok Hospital, (Innalillahe wa Innaillaihe Rajeun). He was 56. On behalf of the Institute we express condolence to his bereaved family and pray to the Almighty for the salvation of their departed soul. May Allah rest him in eternal peace.

Achievement of "Mr. Bangladesh" title

Mr. Mahsudur Rahman, FCMA, FCA has achieved for the 3rd time "Mr. Bangladesh" title and obtained "Gold Medal" in the National Body Building Competition held on 29 December. Earlier, Mr. Rahman participated in the Asian Body Building Championship in Japan 2015 and achieved "Bronze Medal". He also participated in Sri Lanka in 2014 and ranked 5th position.

He also obtained "Gold Medal" in the largest sports event in the country "Bangladesh Games" organized by Bangladesh Olympic Association.

He has two daughters. They are also involved in sports and awarded in National Level. At present Mr. Rahman working as General Manager with Rahimafrooz Group.

This is a great achievement for the nation by one of our fellow member, Mr. Rahman. Let us congratulate him and pray for his further success in the future.

SAFA Board has decided to form a Task Force under the chairmanship of Mr. Abu Sayed Md. Shaykhul Islam FCMA, President, ICMAB to study UNO adopted Sustainable Development Goals (SDGs) and to identify any initiatives that SAFA can initiate collectively in these areas.

We are confident that Mr. Islam would uphold the image of ICMAB nationally, regionally and globally through his professional contribution in the SAFA. It is to be noted that the said Task Force has been formed according to the suggestion of the World Bank to update SAFA Board on the link between SDGs and accountancy profession.

Let us look forward to contribute more for the professional development in days ahead.

President of ICMAB has been nominated as Chairman of SAFA Task Force

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President of ICMAB has been nominated as Chairman of SAFA Task Force
Education department of ICMAB organized an open seminar on “Career as CMA Professional” on Saturday, 16 January 2016 at ICMAB Ruhul Quddus Auditorium, ICMA Bhaban, Dhaka. Mr. Mohammed Salim FCMA, Past President, Mr. Jamal Ahmed Choudhury FCMA, Vice President and Mr. Md. Abdul Rahman Khan FCMA, Secretary of the Institute was present at the seminar. Around 300 students and guardians attended the seminar. Mr. Nikhil Chandra Shil FCMA, Consultant Academic Affairs conducted the session.

Mr. Nikhil Chandra Shil FCMA welcomed the guests and invited them to watch a video focusing on ICMAB. He also gave a brief presentation on academic system and admission procedure of ICMAB. Mr. Jamal Ahmed Choudhury FCMA focused on career prospect of CMA profession in Bangladesh. Mr. Mohammad Salim FCMA explained global linkage and acceptability of CMA degree worldwide. The seminar ended with a very interactive question and answer session. Mr. Jamal Ahmed Choudhury FCMA and Mr. Md. Abdul Rahman Khan FCMA answered the questions asked by the audience and made the session lively. Finally Mr. Nikhil Chandra Shil FCMA concluded the seminar with vote of thanks.

A reception of newly qualified CMAs (August 2015 Examination) was organized by the Institute on January 11, 2016 at the ICMA Bhaban, Dhaka. President Mr. A.S.M Shaykhul Islam FCMA advised the newly qualified CMAs to keep them engaged in developing knowledge keeping pace with global changes. Among others Mr. Arif Khan, FCMA, Mr. Jamal Ahmed Choudhury FCMA, Mr. Md. Abdul Rahman Khan FCMA, Prof. Dr. Swapan Kumar Bala FCMA, Mr. Muzaffar Ahmed FCMA, Mr. M. Abul Kalam Mazumdar FCMA, Prof. Mantaz Uddin Ahmed FCMA, Mr. A.K.M. Delwer Hussain FCMA, Mr. Mohammed Salim FCMA, Mr. Md. Mamunur Rashid FCMA and Mr. Md. Munirul Islam FCMA were present in the meeting. The newly qualified CMAs also expressed their opinion regarding education and examination system of the Institute and professional matters.
ICMAB Honors two of its Dedicated Employees

ICMAB honors two of its employees for their dedication and devotion for the ICMAB bi-monthly Journal -THE COST AND MANAGEMENT. The main objective of the Award is to encourage the employees giving their best in the journey of making the Institute’s Journal a world standard.

The award goes to Mr. Md. Mizanur Rahman, Additional Director (RPCA) and Mr. Md. Moslem Uddin, Assistant Director (RPCA) considering their significant contribution in the Journal for about 32 years & 25 years respectively.

In a view exchange meeting on 8th February 2016 between the Office Bearers of the Institute and employees of all levels, the President Mr. ASM Shaykhul Islam FCMA handed over a Crest and a token gift to each of the winners.

Mr. Md. Mizanur Rahman is currently working as Additional Director (RPCA). He is the Member Secretary of the Journal and Publication Committee of Institute. Mr. Mizanur Rahman joined ICMAB in 1983 and took over the charges of all supervisory works of the Journal and other publication works of the Institute. Until now, he is working hard to make the Institute’s Journal a world class one.

Mr. Md. Moslem Uddin, Assistant Director (RPCA) has been contributing in the Journal by taking photographs, maintaining liaison with media personnel etc for more than 25 years.

President Mr. A S M Shaykhul Islam FCMA and Secretary Mr. Abdur Rahman Khan FCMA were present in the occasion. The President Mr. A S M Shaykhul Islam FCMA congratulated the winners and remembered their hard work and dedication for the work they doing for more than three decades. He encouraged all employees for achieving such award. The Secretary of the Institute also congratulated the winners for their remarkable contribution in the past years.

At the end of the program the Director-in charge Mr. Nazmus Salehin handed over a photo album to President Mr. A S M Shaykhul Islam FCMA regarding the activities during his presidential tenure.
Newly elected Office Bearers of ICMAB met the Officials

The newly elected Office Bearers of the Institute hold a meeting with all the employees of the Institute on February 18, 2016 at ICMA Bhaban, Dhaka. In his speech, Mr. Arif Khan FCMA pointed out that the council will always strive for formulation of different plans and policies for the advancement of the Institute. The Institute’s officials and staff who are to implement these plans and policies will have to equip themselves well for working along with the plans. He requested the officers of the institute to work hard for implementing the programs of the present council successfully. The President instructed the office to hold such meeting quarterly.

The President made the floor open to all the employees and asked them to come up with their opinion for improvement of the Institute. Many of the employees spoke in the meeting and put valuable comments that were much appreciated by the newly elected Office Bearers.

Vice President of the Institute Mr. Jamal Ahmed Choudhury FCMA proposed to create a scholarship fund for the brilliant children of the employees of the Institute. He emphasized on the training of the employees and instructed the office to organize or hire training as much as possible.

President also assured to create a welfare fund where contribution will come from employees & also from the Institute to meet urgent/emergency needs of the employees. The President instructed the Office to take necessary actions within one month.

Secretary of the Institute Mr. Mohammad Abdur Rahman Khan FCMA and Past President & Council Member Mr. Mohammed Salim FCMA also spoke on the occasion.

The Director (in-charge) Mr. Nazmus Salehin and the officials also assured the Office Bearers full support for implementation of the programs planned by the National Council of the Institute.
Annual Picnic

ICMAB Head Office arranged its daylong colorful Annual Picnic 2015 on February 26, 2016 at Mohammadi Garden, Dhamrai, Savar, Dhaka. More than 250 Dhaka-based employees and their family members participated in the picnic and spent the whole day with joy and merriment.

Many events were arranged for the employees and their family members. Among them the most important ones are- raffle draw, pillow passing for the women and children’s sports.

Many renowned companies of the country and the honorable members of the Institute sponsored the picnic program providing different gifts items. Director -In charge, Mr. Nazmus Salehin thanked all of them and handed over the prizes to the winners.

Mr. Md. Mizanur Rahman (Additional Director-RPCA) and Mr. Md. Rafiqul Islam (Deputy Director-Library) were the Convener and Secretary of the Picnic committee -2015 respectively. Director -In charge, Mr. Nazmus Salehin thanked the Convener and all other members of the Picnic Committee for organizing such an excellent and stimulating program for the employees of the Institute.

Vice President Mr. Jamal Ahmed Choudhury FCMA, Secretary Mr. Md. Abdur Rahman Khan FCMA, Past President & Council Member Mr. A K M Delwer Hussain FCMA and Council Member Mr. Md. Mamunur Rashid FCMA attended the enthusiastic picnic.
Election of DBC office bearers for the year 2016

The following persons have been elected as office bearers of 31st Dhaka Branch Council in the meeting held on February 29, 2016

01. Kazi Muhammad Ziauddin FCMA (F-0870) Chairman
02. Mr. S.M. Shawon Mahmud FCMA (F-0736) Vice-Chairman
03. Mr. Md. Abdus Satter Sarkar FCMA, ACA (F-0457) Secretary
04. Mr. A.K.M. Zakaria Hossain FCMA (F-0539) Treasurer
05. Jayanta Kumar Podder FCMA (F-0337) Member
06. Md. Mushfiqur Rahman FCMA (F-0491) Member
07. A.K.M. Kamruzzaman FCMA (F-0497) Member
08. Monjur Md. Shaiful Azam FCMA (F-0537) Member
09. Md. Muniruq Hossain FCMA (F-0761) Member
10. Safiul Azam ACMA (A-1111) Member

Workshop on "Cross Functional Summit-2015"

The Dhaka Branch Council (DBC) of ICMAB organized a Workshop on "Cross Functional Summit-2015" for CMAs on January 16, 2016 at Celebrity Hall, Bangbandhu International Conference Center, Agargaon, Dhaka. Mr. S.M. Zahir Uddin Haider FCMA, Chairman of DBC presided over the Program. Mr. Abdul Matlub Ahmad, President, The Federation of Bangladesh Chambers of Commerce and Industry (FBCCI) was present as the Chief Guest. Mr. Mahatab Uddin Ahmed FCMA, CFO, Robi Axiata Limited, Ms. Zinnia Tanzina Huq FCMA, Finance Director, GSK Bangladesh, Mr. Md. Musharraf Hossain, President, BSHRM, Head of Human Resource Management, Icddr'b, Dr. Syed Ferhat Anwar, Professor, Institute of Business Administration (IBA), University of Dhaka Ware present as the Resource Persons. Mr. S.M. Zahir Uddin Haider in his speech emphasized on role of CMA in the context of present global economy and competitive business environment. A good number of members organizational participants were present and actively participated in the workshop.
The Annual Picnic-2015 organized by the Dhaka Branch Council of ICMAB was held on January 29, 2016 at Ananda Park & Resorts, Shafipur, Taltoli, Gazipur. More than 1000 Dhaka-based members, guests, and family members participated in the picnic and spent the whole day with joy and merriment. Among the events important ones are: raffle draw, pillow-passing for the babies, and children's sports. Office Bearers of the National Council and Office Bearers of Dhaka Branch Council attended the enthusiastic picnic.

Reception to the Newly Qualified CMAs

The Dhaka Branch Council (DBC) of the Institute organized a reception to the newly qualified Cost and Management Accountants qualified in (August, 2015 Exam) on January 21, 2016 at ICMAB Seminar Room. Mr. S.M. Zahir Uddin Haider FCMA, Chairman of DBC presided over the program while Mr. A.S.M. Shaykhul Islam FCMA, President of the Institute was present as the Guest of Honour. In the CMA August 2015 Exam 17 CMAs where qualified and attended the program along with their family members. They also spoke of the hindrances in achieving the final success. They were awarded a memento and a small DBC souvenir as a token of recognition from DBC Councilors. Mr. Zillur Rahman FCMA, Chairman of Dhaka Branch Knowledge Sharing & Study Circle Committee-2015 gave the welcome address & nicely conducted the program. DBC Treasurer Monjur Md. Shaiful Azam FCMA & Secretary Mr. S.M. Ajjal Uddin FCMA also spoke on the occasion. DBC Vice Chairman Mr. Md. Mushfiqur Rahman FCMA offered the vote of thanks.

Annual Picnic 2015

The Annual Picnic-2015 organized by the Dhaka Branch Council of ICMAB was held on January 29, 2016 at Ananda Park & Resorts, Shafipur, Taltoli, Gazipur. More than 1000 Dhaka-based members, guests, and family members participated in the picnic and spent the whole day with joy and merriment. Among the events important ones are: raffle draw, pillow-passing for the babies, and children's sports. Office Bearers of the National Council and Office Bearers of Dhaka Branch Council attended the enthusiastic picnic.

Condolence Meeting, Millad and Do’a Mahfil held for Late Humayun Kabir ACMA (A-0197)

The Dhaka Branch Council (DBC) of the ICMAB arranged a Condolence Meeting and Do’a Mahfil on 27th February, 2016 at ICMAB’s DBC Floor, Dhaka on the sad demise of Mr. Humayun Kabir ACMA (A-0197) expired on 21.01.2016. On behalf of family of Late Humayun Kabir ACMA attends the program. Mr. Arif Khan FCMA, President of the Institute, Treasurer Prof. Dr. Swapan Kumar Bala FCMA, DBC Chairman Mr. S.M. Zahir Uddin Haider FCMA & other Councilors of the Dhaka Branch Council spoke on the occasion. Finally, a Millad and Do’a Mahfil were arranged and a Munajat was offered for the salvation of the departed soul of the deceased member.
Homage to the Martyrs of Language Movement

The DBC of ICMAB organized a Probhat Ferry on 21st February, 2016 in observance of Amar Ekushey which is now internationally recognized as the International Mother Language Day. Associate and Fellow members of the Institute, their family members, a good number of ICMAB students and DBC staff took part in the Probhat Ferry. Floral wreath was placed at the central Shahid Minar to commemorate the contribution of the brave patriots who laid down their lives for their mother language. Mr. S.M. Zahir Uddin Haider FCMA, Chairman of DBC led the procession, which was also attended by the Secretary of the Institute Mr. Md. Abdur Rahman Khan FCMA.

Prize Giving Ceremony of DBC Indoor Games Competition-2015

The Dhaka Branch Council (DBC) of the Institute organized a Prize Giving Ceremony of DBC Indoor Games Competition 2015 on February 25, 2016 at ICMAB Seminar Room. Mr. S.M. Zahir Uddin Haider FCMA, Chairman of DBC presided over the program, while Mr. Jamal Ahmed Choudhury FCMA, Vice-president was present as the Guest of Honor distributed prizes among the winners of the different indoor games. Mr. S.M. Afjal Uddin FCMA, Secretary of the Dhaka Branch Council gave welcome Address. Mr. Md. Abdur Rahman Khan FCMA, Secretary of the Institute, Mr. Muhammad Nazrul Islam FCMA, Chairman of Dhaka Branch Sports Committee-2015 also spoke on the occasion. Mr. Monjur Md. Shaiful Azam FCMA, Treasurer of DBC delivered the vote of thanks and Mr. Zillur Rahman FCMA (F-0749) nicely conducted the program.
Discussion on Professional Matters with the President, ICMAB

Chittagong Branch Council of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) arranged a discussion program on 12th February, 2016 with Chittagong based members of the Institute. Mr. Arif Khan, CFA, FCMA, President, ICMAB was present in the program as Chief Guest. Mr. M. Mohiuddin, FCMA Past President, ICMAB attended the Program as Guest of honor. Address of welcome was given by Mr. Mohammed Nazmul Hoque, FCMA, Chairman, CBC.

A good number of Fellow & Associate members of Chittagong region of the Institute attended the discussion program. Among other, Mr. Md. Shafiqul Islam, FCMA, Mr. M. Solaiman, FCMA, Mr. Md. Rafiqul Alam, FCMA and Mr. Imtiaz Alam, ACA, FCMA spoke on the occasion. They drew the attention of the Chief Guest on various issues of ICMAB including Chittagong Branch. In the discussion program Chairman & Secretary, CBC pointed out some important issues relating to education & examination system of the Institute.

The President noted the issues discussed and assured that he will extend all kind of support and cooperation for the development & advancement of the profession.
International Conference on "Financial Reforms in Bangladesh"

A day long International Conference on "Financial Reforms in Bangladesh" organized by The Institute of Cost & Management Accountants of Bangladesh (ICMAB), Chittagong Branch Council on Friday, February 12, 2016 at 'Hotel Agrabad', Chittagong.

Dr. Muhiuddin Khan Alamgir, Ex-Minister, Ministry of Home Affairs & Chairman, Parliamentary Standing Committee on Public Accounts inaugurated the Conference as Chief Guest. Prof. Md. Helal Uddin Nizami, Commissioner of Bangladesh Securities & Exchange Commission, Mr. Mahbubul Alam Talukder, President of Chittagong Chamber of Commerce & Industry and Vice-President of FBCCI, and Mr. Arif Khan, CFA, FCMA, President of ICMAB were present as Special Guests. The theme of the conference was presented by Mr. Mohammed Roshangir, Deputy Managing Director, Bank Asia Limited. Mr. Mohammed Nazmul Hoque, FCMA, Chairman of Chittagong Branch Council (CBC) of ICMAB welcomed the guest and Mr. Imtiaz Alam, ACA, FCMA, Chairman of seminar & conference committee delivered speech on the Conference.

Dr. Muhiuddin Khan Alamgir opines that financial sector is playing a vital role in our economy though the non-performing loan has still a burden for our economy. He said, present Govt. has been trying to improve this area to overcome present downturn in banking sector through different fiscal measures. The capital market was in nose down trend a few years back, now investors confidence are reviving again because of some initiatives are taken by Govt. to boost up the capital market.

Prof. Md. Helal Uddin Nizami said, more companies are now raising their capital through IPOs for business expansion. He emphasized demutualization of stock exchange and fully empowered BSEC which has given positive signal towards entrepreneurs, investors on capital market.

Mr. Mahbubul Alam Talukder thanked ICMAB for organizing such a Conference in Chittagong. He states in his speech that, in present situation where investors are finding no hope to invest in Chittagong present Govt. has taken many steps for Commercial Capital which will lead us to a healthy economy indeed.

Mr. Arif Khan FCMA, President of ICMAB, delivered his valuable speech to correct the flaws of capital market and steps should be taken to future reforms the capital market.

Dr. Mahmood Osman Imam, FCMA, Professor, University of Dhaka presented the technical paper on "Capital Market Reforms and Challenges Ahead" in first session which was conducted by Prof. Md. Helal Uddin Nizami, Commissioner, BSEC. Mr. Mohammad Mamdudur Rashid, Deputy Managing Director, BRAC Bank Limited presented the technical paper on "Non-performing Loan in Bangladesh - A Wake-up Call" in the second session which was conducted by Mr. Mohammad Naushad Ali Chowdhury, Executive Director, Bangladesh Bank.

A good number of Fellow & Associate members of the Institute attended the program. Among others high officials of Government, Semi-Government, Bank & Financial Institutions and Multi National Companies participated the program.
ICMAB Chittagong Branch organized a Projection Meeting on CMA profession at International Islamic University Chittagong on January 09, 2016 in Collaboration with Faculty of Business Studies of the university. The Program was presided over by Mr. Mohammed Nazmul Hoque, FCMA, Chairman, Chittagong Branch Council of ICMAB.

Professor Dr. Farid A. Sobhani, Dean, Faculty of Business Studies, IIUC & Mr. Sirajul Islam, Head of Faculty of Business Studies, IIUC were present as guest of honor in the program. Mr. Imtiaz Alam, ACA, FCMA & Mr. Md. Anisuzzaman, ACA,ACMA were present as key note speaker.

Key note speakers of the program portrait how to achieve CMA designation and put valuable suggestion for the students. They also spoke on the opportunities available for the students of business studies in entrance in the profession.

A good number of members based in Chittagong and students of IIUC were present in the occasion indeed. Among other Professors, Assistant Professors, Lecturers from different department participated the program.

At last Professor Dr. Farid A. Sobhani, Dean, Faculty of Business Studies, IIUC, thanks ICMAB for arranging such a gathering in his institute and hope this kind of Co-operation will continue in future.

CBC Observed Shaheed Day & International Mother Language Day on 21st February, 2016

Chittagong Branch Council observed Omor Ekushey February & International Mother Language Day on Tuesday the 21st February, 2016. Mr. Mohammed Nazmul Hoque, FCMA Chairman, Chittagong Branch Council and a significant number of Fellow and Associate Members of Chittagong regions participated in a Provat Fery towards Chittagong Central Shaheed Minar and presented Flower Bouquets to commemorate the contribution of the brave patriots who laid their souls for the on use of Bengali language. The program ended with a discussion session on the great day of 21st February & International mother language Day.
KBC News

Khulna Branch Council (KBC) for 2016

01. Mr. Ratan Kumar Deb Nath FCMA (F-0265)
02. Mr. Ashok Kumar Deb Nath FCMA (F-0289)
03. Mr. Md. Morsheed Ali FCMA (F-0387)
04. Mr. S. M. Zakir Hossain ACMA (A-0804)
05. Mr. Sheikh Ziaul Islam ACMA (A-0885)
06. Mr. Md. Habibur Rahman Sk. ACMA (A-0991)
07. Mr. Abdul Motaleb ACMA (A-1096)
08. Mr. Arifur Rahman ACMA (A-1126)
09. Mr. Md. Moslem Uddin ACMA (A-1166)
10. Mr. K. M. Neamul Hoque ACMA (A-1197)

Seminar on Capital Market
ICMAB Khulna Branch organized a seminar on Capital Market on 20 February, 2016 at CMA Bhaban, Sonadanga, Khulna. Mr. Ratan Kumar Deb Nath FCMA, Chairman, ICMAB Khulna Branch Council and Executive Director Finance, WZPDCL was present in the seminar as Chairperson. Prof. Dr. Swapan Kumar Bala FCMA, Treasurer, ICMAB and Managing Director Dhaka Stock Exchange Ltd. was present in the seminar as Resource Person. Mr. Ashok Kumar Deb Nath FCMA, Vice-Chairman, Mr. S. M. Zakir Hossain ACMA, Secretary, Mr. Sheikh Ziaul Islam ACMA, Treasurer KBC and Mr. Abdul Motaleb ACMA, Company Secretary, WZPDCL and a good number of Fellow & Associate members and students were attend in the seminar.

Views exchange meeting and Dinner with President & KBC Council Members
KBC arranged a views Exchange meeting and a dinner party on 9th January, 2016 with Mr. A. S. M. Shaykhul Islam FCMA, Honorable President, ICMAB in a Hotel at Khulna. Mr. Naba Krishna Muni FCMA, Editor of The Cost & Management of ICMAB was present as Special Guest. In the meeting KBC informed different problems of Khulna Branch to the President of ICMAB and he listened to the problems very patiently and assured them to solve these very soon.
Projection Meeting on CMA Profession

A Projection Meeting was held on 09 January, 2016 at Azam Khan Govt. Commerce College, Khulna to motivate the students regarding the CMA Profession in Bangladesh and outside of Bangladesh. Mr. Kalipada Majumder, Principal, Azam Govt. Commerce College was attend the meeting as Chief Guest, Mr. Nikhil Chandra Shil FCMA, from ICMAB Dhaka and Mr. Naba Krishna Muni FCMA, Editor of The Cost & Management of ICMAB was attend the meeting as Special Guest. Mr. Nikhil Chandra Shil, FCMA was the key note speaker of the program. A good number of Teachers of Azam Khan Govt. Commerce College and Mr. Ratan Kumar Debnath FCMA, Chairman, KBC with his Council members were present the program. To give complete knowledge about ICMAB and to counsel to the students to admit in ICMAB were the main objectives of the Meeting.


KBC organized a seminar on Financial Reporting Act-2015 on 9th January, 2016 at CMA Bhaban, Sonadanga, Khulna. Mr. A. S. M. Shaykhul Islam FCMA, Honorable President, ICMAB was present the seminar as Chief Guest, Mr. Naba Krishna Muni FCMA, Editor of The Cost & Management of ICMAB was present as Special Guest. Mr. Ratan Kumar Debnath FCMA, Chairman, KBC with his Council members were present the program. A good number of students of Khulna Branch were present the program.
Study Tour

ICMAB Khulna Branch arranged a study tour led by its honorable Chairman Mr. Ratan Kumar Debnath FCMA on February 20, 2016 at Cearue & Company, Darsona (a sugar Mill of Bangladesh Sugar & Food Corporation). The journey was started at 8.00am from CMA Bhavan by two exclusive Buses for gathering practical knowledge of production procedure for the students. In the beginning of the tour premises of CMA Bhavan was decorated by its students who were put on tour-uniform that was looking so gorgeous. Before starting the bus honorable Chairman Mr. Debnath, made a small brief to the students about the tour. After starting the bus the food committee of the tour supply chicken khichuri as breakfast to the participants. We reached in the venue.

Managing Director of the Company with his team welcomed to the participants with worm love in the main gate of the company. For informing the history and production procedure of the company to the participants, authority concerns arrange a discussion session in the conference room of guest house. After discussion participants went to visit factory guided by Mr. Muhammad Mosaruf Hossain FCMA, Deputy General Manager (A&F), Mr. Ashok Kumar Debnath FCMA, Vice-Chairman, Mr. S. M. Zakir Hossain ACMA, Secretary, Mr. Sheikh Ziaul Islam ACMA, Treasurer Khulna Branch Council and a good number of students were joined in the program.

Homage to the Martyrs of Language Movement

The KBC of ICMAB organized a Probhat Ferry on 21st February 2016 in observance of Amar Ekushey which is now internationally recognized as the International Mother Language Day. In order to observe the occasion Mr. Ratan Kumar Debnath FCMA, Chairman, Mr. S. M. Zakir Hossain ACMA, Secretary, and Mr. Abdul Motaleb ACMA, Company Secretary, WZPDCL and good number of students of Khulna Branch participated in the probhat Ferry towards Khulna Hadish Park and presented flower bouquets to commemorate the contribution of the brave patriots who laid down their lives for their mother language.
A team headed by CFO from Standard Chartered Bank visited ICMAB. They met ICMAB president Mr. Abu Sayed Md. Shaykhul Islam FCMA and assure to extend their support and cooperation to ICMAB for spreading e-learning education system under Corporate Social Responsibility (CSR) of the Bank.
The ICMAB Council 2016

Mr. Arif Khan FCMA
President

Mr. Jamal Ahmed Choudhury FCMA
Vice-President

Prof. Mamtaz Uddin Ahmed FCMA
Vice-President

Mr. Md. Abdur Rahman Khan FCMA
Secretary

Prof. Dr. Swapan Kumar Bala FCMA
Treasurer

Mr. Muzaffar Ahmed FCMA
Member

Mr. M. Abul Kalam Mazumdar FCMA
Member

Mr. Ab Sayed Md. Shaykhul Islam FCMA
Member

Mr. A.K.M. Delwer Hussain FCMA
Member

Mr. Mohammed Salim FCMA
Member

Mr. Md. Mamunur Rashid FCMA
Member

Mr. Md. Munirul Islam FCMA
Member

Mr. Shawkat Ali Waresi
Member

Mr. A R M Nazmus Sakib
Member

Mr. Md. Enamul Hoque
Member

Mr. Md. Aminul Islam Khan
Member
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