Dear Students,

Seasons Greetings and my best wishes to all of you for a very Happy and Colorful Holi. May this festival spread the colors of joy, happiness and friendship in your lives.

Students are the future and hope for any country. It is a great national wastage if these energetic brains are not utilized properly to meet the needs of the nation. What is needed is that they should be taken into confidence and given a direction - preferably through some constructive work. This massive manpower can do wonders provided its enthusiasm is harnessed for development work. Keeping this in mind, we are all conscious of our role and responsibility in shaping up students career through various academic inputs, skills up-gradation programmes, adequate infrastructure facilities in the form of library and technology as well as training facilities.

Today's world of business is highly competitive and calls for greater degree of skills and orientation, apart from professional knowledge. Alongside of following regular curriculum of study, one has to develop soft skills. These are important and subtle in nature. To put it simply, these are the ways in which you talk, you listen, you move around and present yourself. Hence, by developing soft skills, you can stand distinguished from the rest. One of the soft skills which are talked about often is the communication skills, which comprises of both verbal and non-verbal communication. Use of appropriate language and the need to cultivate apt body language in the form of gestures are the key elements of communication skills. Be an active listener, which will enhance your communication skills.

The curriculum of the Foundation Programme is contemporary focusing on the world of business. Since the system of examination is Computer Based Examination (CBE), it tests on your application skills and analytical skills; therefore, the best way is to avoid cramming, but understanding the concepts and cultivating interpretative skills. This analytical ability, alone will help you to become a robust professional. Spread your study over the course of the entire period evenly, and read the study materials and supplement the same by reading updates appearing in the bulletin as well as suggested readings prescribed by the Institute. Have lot of practice sessions on your own, so as to comprehend the problems quickly and arrive at solution.

I conclude with a quote from Thomas A. Edison “Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”

With Best wishes,

CS Atul H. Mehta
President
president@icsi.edu
Academic Guidance

IIP: The Barometer of Industrial Growth*

Prologue

The index for industrial production (IIP) shows the status of production in the industrial sector of an economy in a given period of time, in comparison with a fixed reference point in the past. In India, the IIP numbers are released on a monthly basis. The IIP figures are usually considered as a vital but short-term indicator of whether industrial activity in a country has risen or went down, till more detailed surveys are available.

The IIP estimate for a given month is always released within six weeks from that month. The data for the IIP estimate is provided by 15 source agencies which cover Department of Industrial Policy and Promotion, Indian Bureau of Mines, Central Statistical Organization and Central Electricity Authority, among others. However, given the fact that all the data pertaining to production may not be available at the time the index for a particular month is created, a provisional index is first created and made public, which is then updated twice in the ensuing months.

Genesis of IIP can be traced to 1937 when IIP was first compiled and released, the base year covered 15 industries. Later on, it has been updated at least seven times, both with regards to the base year and the nature of items included, to keep the data pertinent.

Significance of IIP

Comparison of economic performance over time is an essential factor in economic analysis and a basic requirement for investing. The Index of Industrial Production has historically been one of the most well-known and widely used indicators for understanding the magnitude of manufacturing activity in the country. The IIP measures changes in the volume of production in the economy, and thus gives a measurement that is free of influences of price changes, making it an indicator of choice for several investors. The following points vividly describe the importance of IIP:

a) Low IIP signifies lackadaisical growth which in turn is disadvantageous to overall GDP growth.

b) Low Manufacturing Data shows businesses are either finding it difficult to increase production or they are simply pushing back major expansion. This could imply less employment opportunities going forward.

* Akinchan Buddhodev Sinha, Assistant Director, ICSI-CGRT

The views expressed are personal views of the author and do not necessarily reflect those of the Institute.
c) Low Capital Goods number suggests that companies are just not purchasing new equipment/machine. Capital goods are basically machines and equipment used in the production of goods. A negative number implies that production of such machines is well below the baseline used for the series, and a clearer pointer that companies are not willing in enhancing their production until they see a change in economic environment.

d) Consumer durables generally splurge during festive seasons

e) If the IIP data is better than the market expectation the yield in the bond market shows an upward trend as it brings down the expectations of rate cuts by RBI and vice-versa.

Performance of IIP

The total weight in IIP is distributed across three key sectors, i.e. Mining, Manufacturing and Electricity. However, for better analysis, it is further broken into eight core sectors, which more or less are offshoots of the mentioned three sectors.

The eight core sectors are: Coal, Crude Oil, Natural Gas, Fertilizers, Steel (alloy and non-alloy), Refinery products (0.93% of crude throughput), Cement, and Electricity. To understand how various above mentioned sectors are performing, brief discussions followed by relevant charts are provided. The performance study is based on the quite recent report dated December 2014, published by Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Office of the Economic Advisor, Government of India.

The Eight Core industries comprise approximately 38% of the weight of items included in the Index of Industrial Production (IIP). The combined index of eight core industries stood at 172.7 in December, 2014, which was 2.4% higher compared to the index of December 2013. Its cumulative growth during April to December, 2014 was 4.4%. The performance of eight core industries, in brief, are as follows:

a) Coal: Coal production (weight: 4.38%) moved northwards by 7.5% in December, 2014 over December, 2013. Its cumulative index during April to December, 2014-15 increased by 9.1% over corresponding period of previous year.

b) Crude Oil: Crude Oil production (weight: 5.22%) fell by 1.4% in December, 2014 over December, 2013. The cumulative index of crude oil during April to December, 2014-15 decreased by 5.1% over the corresponding period of previous year.

c) Natural Gas: The Natural Gas production (weight: 1.71%) declined by 3.5% in December, 2014. Its cumulative index during April to December, 2014-15 took a nose dive by 5.1% over the corresponding period of previous year.

d) Refinery Products (0.93% of Crude Throughput): Petroleum refinery production (weight: 5.94%) enhanced by 6.1% in December, 2014. Its cumulative index during April to December, 2014-15 increased by 0.2% over the corresponding period of previous year.

e) Fertilizers: Fertilizer production (weight:1.25%) decreased by 1.6% in December, 2014. Its cumulative index during April to December, 2014-15 enhanced by 0.2% over the corresponding period of previous years.

f) Steel (Alloy and Non-Alloy): Steel production (weight: 6.68%) decreased by 2.4% in December, 2014. Its cumulative index during April to December, 2014-15 went up by 1.6% over the corresponding period of previous year.
g) **Cement**: Cement production (weight: 2.41%) went up by 3.8% in December, 2014. Its cumulative growth during April to December, 2014-15 was 7.9% over the corresponding period previous year.

h) **Electricity**: Electricity generation (weight: 10.32%) enhanced by 3.7% in December, 2014 and it registered a cumulative growth of 9.7% during April to December, 2014-15 over the corresponding period of previous year.

Having discussed about the IIP performance for December, 2014, one may be interested to know, how over a period of say last four years IIP performance have been sectoral wise and year-wise? In view of this, the following tables provide a vivid picture of the IIP performance both sectoral and year-wise.

**Table-1**

Performance of Eight Core Industries  
Yearly Index & Growth Rate  
Base Year: 2004-05=100

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Coal</td>
<td>4.379</td>
<td>140.0</td>
<td>139.7</td>
<td>141.5</td>
<td>148.1</td>
<td>149.6</td>
<td>138.2</td>
<td>150.7</td>
</tr>
<tr>
<td>Crude Oil</td>
<td>5.216</td>
<td>99.1</td>
<td>111.0</td>
<td>112.1</td>
<td>114.4</td>
<td>111.2</td>
<td>111.5</td>
<td>110.6</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>1.706</td>
<td>149.5</td>
<td>164.4</td>
<td>149.7</td>
<td>128.1</td>
<td>111.5</td>
<td>112.1</td>
<td>106.4</td>
</tr>
<tr>
<td>Refinery Products</td>
<td>5.939</td>
<td>125.9</td>
<td>129.7</td>
<td>133.7</td>
<td>172.5</td>
<td>175.1</td>
<td>174.5</td>
<td>174.9</td>
</tr>
<tr>
<td>Fertilizers</td>
<td>1.254</td>
<td>103.4</td>
<td>103.4</td>
<td>103.8</td>
<td>100.2</td>
<td>101.8</td>
<td>103.0</td>
<td>101.6</td>
</tr>
<tr>
<td>Steel</td>
<td>6.684</td>
<td>139.3</td>
<td>157.7</td>
<td>174.0</td>
<td>181.1</td>
<td>198.6</td>
<td>197.2</td>
<td>200.4</td>
</tr>
<tr>
<td>Cement</td>
<td>2.406</td>
<td>157.1</td>
<td>164.2</td>
<td>175.2</td>
<td>188.7</td>
<td>194.3</td>
<td>187.8</td>
<td>202.7</td>
</tr>
<tr>
<td>Electricity</td>
<td>10.316</td>
<td>138.0</td>
<td>138.1</td>
<td>149.3</td>
<td>155.3</td>
<td>164.4</td>
<td>163.9</td>
<td>179.7</td>
</tr>
<tr>
<td>Overall Index</td>
<td>37.903</td>
<td>129.9</td>
<td>138.4</td>
<td>145.3</td>
<td>154.7</td>
<td>160.5</td>
<td>158.4</td>
<td>165.3</td>
</tr>
</tbody>
</table>

*Source: Department of Industrial Policy & Promotion.*

**Table-2**

Growth Rate (in %)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Coal</td>
<td>4.379</td>
<td>8.1</td>
<td>-0.2</td>
<td>1.3</td>
<td>4.6</td>
<td>1.1</td>
<td>1.5</td>
<td>9.1</td>
</tr>
<tr>
<td>Crude Oil</td>
<td>5.216</td>
<td>0.5</td>
<td>11.9</td>
<td>1.0</td>
<td>-0.6</td>
<td>-0.2</td>
<td>-0.6</td>
<td>-0.9</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>1.708</td>
<td>44.6</td>
<td>10.0</td>
<td>-8.9</td>
<td>-14.5</td>
<td>-13.0</td>
<td>-14.9</td>
<td>-5.1</td>
</tr>
<tr>
<td>Refinery Products</td>
<td>5.939</td>
<td>-0.4</td>
<td>3.0</td>
<td>3.1</td>
<td>29.0</td>
<td>1.5</td>
<td>1.9</td>
<td>0.2</td>
</tr>
<tr>
<td>Fertilizers</td>
<td>1.254</td>
<td>12.7</td>
<td>0.0</td>
<td>0.4</td>
<td>-3.4</td>
<td>1.5</td>
<td>2.6</td>
<td>-1.4</td>
</tr>
<tr>
<td>Steel</td>
<td>6.684</td>
<td>6.0</td>
<td>13.2</td>
<td>10.3</td>
<td>4.1</td>
<td>9.6</td>
<td>11.5</td>
<td>1.6</td>
</tr>
<tr>
<td>Cement</td>
<td>2.406</td>
<td>10.5</td>
<td>4.5</td>
<td>6.7</td>
<td>7.7</td>
<td>3.0</td>
<td>3.7</td>
<td>7.9</td>
</tr>
<tr>
<td>Electricity</td>
<td>10.316</td>
<td>6.2</td>
<td>5.6</td>
<td>8.1</td>
<td>4.0</td>
<td>5.9</td>
<td>5.5</td>
<td>9.7</td>
</tr>
<tr>
<td>Overall Index</td>
<td>37.903</td>
<td>6.6</td>
<td>6.6</td>
<td>5.0</td>
<td>6.5</td>
<td>3.7</td>
<td>4.1</td>
<td>4.4</td>
</tr>
</tbody>
</table>

*Refinery Products’ yearly growth rates of 2012-13 are not comparable with other years on account of inclusion of RIL (SEZ) production data since April, 2012.

*Source: Department of Industrial Policy & Promotion.*
Referring Table-1, it can be observed that there have been lot of fluctuations in the performance of eight core industries during the period 2009-10 to Apr-Dec, 2014-15, as index points for various sectors have registered volatility. For instance, Natural Gas after showing a rising trend in 2010-11 (164.4) as compared to 2009-10 (149.5) have continuously registered a declining trend. On the contrary, Cement industry have registered a rising trend, as it can be observed that in 2009-10, the index point was 157.1, which enhanced to 164.2 in 2010-11, then 175.2 in 2011-12, 188.7 in 2012-13, 194.3 in 2013-14, 187.8 in April-December, 2013-14 and 202.7 in April-December, 2014-15. Similar observations can be made for other sectors. The fall in Natural Gas index points is shown in the form of negative growth rate, i.e. -8.9% in 2011-12, -14.5% in 2012-13, -13.0% in 2013-14, -14.9% in April-December, 2013-14 and -5.1% in April-December, 2014-15 (please refer table-2). Similarly positive growth rates can be observed in the case of Steel, Cement and Electricity sectors. There is a need for increasing the production levels in Coal, Crude Oil, Natural Gas and Refinery products, as they are key inputs for various other sectors. Like without increasing the production of coal, thermal power generation cannot go up. Crude Oil, on which the nation moves, its production needs to be stepped up, otherwise we may have to depend heavily on imports, thereby disturbing Balance of Payment situation. No doubt, recently the crude oil prices in the international market have registered a decline but it cannot be taken as a permanent phenomenon. Oil prices are subject to volatility and so with sudden developments in business and economic environment, the prices may move up. The same rule applies for other sectors also.

**Way-Forward**

With new government in place, the hopes of the corporate world is riding high. With several reforms in process, such as coal sector reforms, amendment of land acquisition laws, increasing of FDI ceiling limit in Insurance sector from 26% to 49% are clear signals that a lot can happen in due course of time. But increasing the pace of reforms is pretty challenging, as we have witnessed it during previous years. Both International Monetary Fund and World Bank, in distinct reports, have forecasted an identical 5.6% growth rate in 2014 and a higher 6.4% in 2015-16. The forecast of higher growth rate for 2015-16 holds water, going by the statement given by Cyrus Mistry, Chairman of the $100 billion Tata Group, in a year-end letter to employees, that “the ambitious ‘Make in India’ campaign holds the promise of re-igniting growth in the years to come”. However, accomplishing a higher GDP growth rate is only possible through embracing Fiscal Discipline. Fiscal governance may be challenging in the short-run, but will ease in the medium to long term as India continues to be an attractive avenue for foreign capital. Among the BRIC countries, Brazil and Russia have faced problems, and even China is slowing down, but India is performing well and this is a strong point for industrial growth.

But the journey may not be so simple also looking at country’s fiscal deficit of Rs5.25 trillion ($83.08 billion) during April-November, 2014. However the silver lining are, higher tax receipts, revenue generation from auctioning of telecom spectrum, which is expected to infuse $10 billion and public sector disinvestments expected to provide $7 billion. But the grey area is uncertainty about tax receipts as short-term corporate growth has not lived up to the initial expectations (the index of industrial production contracted in October by 4.2%, a three-year low) and disinvestments have lost their targets. However, November 2014 core sector output was at a five-month high of 6.7%. Industry blames the slow growth on absence of investments. But experts opine that India possess huge potential to attain the GDP growth of 8%-8.5% by 2017. So we can
expect a tremendous growth in core industries comprising IIP, which implies that in years ahead there will be significant increase in per capita income, as growth in GDP gets translated into higher standard of living of the citizens, more gainful employment opportunities for young population, as India enjoys ‘Population Dividend’.

**Bibliography**


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Art of Conflict Management*

“Peace is not absence of conflict; it is the ability to handle conflict by peaceful means”

Ronald Reagan

Introduction

Conflict is a fact of life, the free flow of ideas among individuals essentially leads to conflict and thus it is inevitable. When different people with different goals and needs come together, they can't reach consensus easily and agree on everything, every time. Thus, one must understand that conflict itself is not bad and it cannot be avoided, however it could only be managed.

Understanding Conflict

Making decisions, reaching at consensus and tackling conflict are essentially problem solving exercises. It is imperative for individuals to handle conflict effectively so that better decisions could be made. But before understanding, how to deal with it, it is essential to answer two key questions viz. what is conflict? And how is it triggered?

What is Conflict?

The word conflict has been derived from the Latin word conflictus which means ‘a contest’. As per Oxford dictionary, it means “A serious disagreement or argument, typically a protracted one.” Wall & Callister have defined it as “a process in which one party perceives that its interests are being opposed or negatively affected by another party”. Conflict could be at interpersonal, intrapersonal, intra group or inter group levels.

As the name suggests interpersonal conflict means conflict between two individual while intrapersonal conflict means conflict within an individual, this is essentially an inner struggle. In the same way intergroup conflict means the opposing ideas, views opinions etc. among different groups of people while intra group conflict refers to disagreement within a group of people.

How is it triggered?

Conflict arises from differences and disagreements which could be over interests, values, leadership style, personality, roles, opinions, ideas, values, objectives and ethics. These differences are triggered by the underlying differences in the need, which may be physiological need, safety need, social need, need for self esteem or self actualization. For example: a mother is always concerned about the safety of her child while a child is always trying to explore new things. These differences of need often become a matter of disagreement between the two which further leads to conflict.

Conflict- A Double Edged Sword

Conflicts are often treated as threats to harmonious relationships. However existence of conflict per se is not a bad thing but mishandling of the same is definitely a threat which leads to vicious cycle of negativity. Moreover, existence of conflict should be seen as an opportunity for growth and handled effectively as an effective resolution of it leads to personal and professional growth.

* CS Arpita Agrawal, Assistant Director, ICSI-CCGRT

The views expressed are personal views of the author and do not necessarily reflect those of the Institute.
Conflict helps in understanding the other person in a better manner. Exploring, respecting and analyzing these differences help a person in understanding himself as well as others in a better manner, promoting healthy relations and making better decisions. While restricting flow of ideas to avoid conflict often leads to inharmonious relations and decisions which are unacceptable by most of the people.

Handling Conflict

Where on one hand effective conflict management may lead to positive outcomes like increased understanding, enhanced group/team cohesion, awareness and self knowledge etc. on the other hand ineffective handling of the same can lead to negative outcomes like recriminations, deadlocks, negativity and further confrontations. It may be noted that there are different styles of handling the conflicts. Further, different situations require different style of handling of the same. Kenneth Thomas and Ralph identified two behaviours and five fundamental styles of handling the conflict.

<table>
<thead>
<tr>
<th>Behaviours</th>
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<tbody>
<tr>
<td>✓ Assertiveness: Addressing one’s own concerns</td>
</tr>
<tr>
<td>✓ Co-cooperativeness: Addressing the concerns of others</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Styles</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Competitive: This is a defensive style where one is concerned only about his own needs</td>
</tr>
<tr>
<td>✓ Accommodating: Opposite of competing, where one neglects his own needs</td>
</tr>
<tr>
<td>✓ Avoiding: Diplomatic style by not taking any stand</td>
</tr>
<tr>
<td>✓ Compromising: Not exploring much but reaching at mutually acceptable situation</td>
</tr>
<tr>
<td>✓ Collaborative: Opposite of avoiding, where people come together to find solution</td>
</tr>
</tbody>
</table>

None of the above styles could be recommended as an ideal style of handling conflict, as different situations demand different style depending upon the facts of the situation and intensity of disagreement that persist. The approach to be used should be based upon the factors like type of contention, underlying factors of the conflict, time pressure, criticality of situation, and roles of the parties to the conflict. An effective conflict resolving strategy may include following steps:

1. Initiate
2. Understand yourself
3. Analyze the situation and facts
4. Listen to others
5. Put forth your views
6. Solution
Reaching at Real Consensus

Consensus is often wrongly interpreted as abandoning all the beliefs, principles, values and doing thing which no one objects. However, real consensus is not just about “I don’t object” rather it is more about “I do believe”. In the words of Michael Roberto, “Consensus means that people comprehend the final decision, have committed themselves to executing the chosen course of action, feel a sense of collective ownership about the plan, and are willing to cooperate with others during the implementation effort.” Thus, in order to reach at real consensus it is essential that all the explicit and implicit conflicts are resolved and to do so:

✓ Do have the willingness to communicate and resolve the issue without holding any prejudices.
✓ Start with a positive approach, respect opinions of others and remain open to creative ways of solving problems.
✓ Aim reaching a win-win situation and not a win-lose situation.
✓ Get clarity about your own perception to the issue in question and try to understand your own needs.
✓ Use active listening and focus on the issue and view point of the individual. He must listen with empathy.
✓ Analyze and understand the underlying needs, objectives, motivations and problem from the point of view of other person and thus reach at common perception about the problem.
✓ Recognize the legitimacy and logic behind your own and other person’s needs objectives and motivations.
✓ Put forth your own views using adult and assertive approach, legitimately without coercing or threatening the other party.
✓ Have control over your emotions and stress upon the facts of the situation.
✓ Understand that you cannot please everybody; the solution should be in the best interest of everybody which may not necessarily please everybody.

Conclusion

Conflict may involve individuals, groups of people, or even a struggle within oneself. Understanding and addressing the needs of the parties to it hold crucial place in resolving the conflict, reaching at consensus and making better decisions. Further, effective handling of the conflict is requisite for better relations at all levels. Consequently, one must try not to avoid it rather manage it effectively by using appropriate approach.

References

5. http://web.mit.edu/collaboration/mainsite/modules/module1/1.11.5.html

***
**Student Services**

**IMPORTANT INFORMATION FOR THE STUDENTS OF THE CS FOUNDATION PROGRAMME**

The Institute has initiated various steps to provide instantaneous services to its stakeholders by the use of technology. More and more services are being added in this march for automation. The study material is now fully available to one and all through the online portal. Some of services and their uses which are important for awareness is listed:

**CALL CENTRE**

The Institute has established a dedicated call centre with Phone No. 011-33132333/ 011-66204999. The Call Centre provides for Interactive Voice Response as well as a Ticketing Mechanism.

**eBOOKS**

Students have now been provided various options for study material. In addition to softcopy of the study material, eBooks have also been developed. All such eBooks shall be displayed when the website of the Institute www.icsi.edu is viewed only through mobile device. These eBooks can be freely downloaded on the mobile device for reading. Appropriate reader for these epub file may be downloaded from respective online stores. For example for android mobile platform, the online store play.google.com may be used. There are many readers available on the android platform and many of them have got enhanced capability of speech and search. One such reader on the android platform is Cool Reader. All the epub files can be downloaded and opened through such eBook readers.

**VALIDITY OF CS FOUNDATION PROGRAMME ADMISSION**

The Institute has stipulated 03 years period for the validity of Foundation Programme admission. Accordingly, all those students who have registered upto January 2012 may please note that their admission to the Foundation Programme stands cancelled on expiry of three years period.

Students who have not passed the Foundation Examination within the validity period of their registration and are not graduates, may seek fresh admission online at institute’s website www.icsi.edu together with the Foundation Programme admission fee of Rs.4500/-.

**REGISTRATION FOR CS EXECUTIVE PROGRAMME**

Students who have passed the Foundation Program examination held in December 2014 and get registered in Executive Program upto and including 28th February 2015 would be eligible to appear in both modules of the Executive Program to be held in December 2015 and students who will take registration in Executive Program between 1st March 2015 to 31st May 2015 will be eligible to write only one module in December 2014 examination of the Executive Programme.

Students can register online at institute’s website www.icsi.edu at online services option. The fee for seeking registration for Executive Programme is Rs. 8500/- which can be paid online either
through credit/debit card/net banking/bank challan. Students who do not want to opt for study material need to remit Rs.7000/- only towards registration fees.

**CHANGE OF ADDRESS/CREATION OF PASSWORD**

Students are advised to update their addresses instantly through online services option at www.icsi.edu. Their Registration Number shall be their user Id itself. Students can also reset their password anytime (The new password will be displayed on the screen). The process is given below.

1) Visit Institute’s website www.icsi.edu
2) Click on ON-LINE SERVICES (top right side of your screen)
3) Click on Student Login
4) Type your registration number in Username
5) Click on Reset password (students only)
6) Enter your all details (i.e. Your Programme, Registration Number, Gender, DOB, Pin Code etc.)
7) Click on Proceed.
8) Enter your correct e-mail id & mobile number
9) Click on Reset Password and Get the password on screen.

**SUBMISSION OF EXAMINATION APPLICATIONS FOR JUNE, 2015 SESSION**

Students eligible for appearing in June, 2015 Session of Foundation Programme Examinations may submit the examination applications online by logging into their accounts at www.icsi.edu during the period from 25th/26th February to 25th March, 2015. While students are advised to submit their examination application forms within the aforesaid period, in case they are unable to submit the form by 25th May, 2015 for any reason, they may submit the examination applications with late fee upto 9th April, 2015. However, after 9th April, 2015, requests for submission of examination applications will NOT be entertained. After successful submission of the examination application, students are also advised to verify the preliminary enrollment details normally uploaded on the Institute’s website www.icsi.edu 30-45 days before commencement of examinations and point out discrepancies, if any, for rectification.

**UPDATION OF E-MAIL ADDRESS/ MOBILE NUMBER**

Students are advised to update their E-Mail Id and Mobile Numbers timely so that important communications are not missed as the same are sent through bulk mail/SMS nowadays. Students may update their E-Mail Id/ Mobile Number instantly after logging into their account at www.icsi.edu at request option.

**STUDENT IDENTITY CARD**

Identity Card can be downloaded after logging into the Student Portal at www.icsi.edu. After downloading the Identity card, students are compulsorily required to get it attested by any of the following authorities with his/her seal carrying name, professional membership No., designation and complete official address:

1. Member of the Institute, with ACS/FCS No.
2. Gazetted Officer of the Central or State Government.
3. Manager of a Nationalised Bank.
4. Principal of a recognized School/College.
5. Officer of ICSI

Unattested Identity Cards are not valid and the students are advised to carry duly attested Identity Card for various services during their visits to the offices of the Institute, Examination Centres, etc.

**VERIFICATION OF PARTICULARS IN THE STUDENT ACCOUNT**

Students are advised to invariably check the particulars in their online Account and point out discrepancies, if any, in name, photograph, signature, paper-wise exemption status, validity of registration, other particulars, etc. to avoid mismatches in Identity Card, Admit Card, Attendance Sheet, etc. which may create complications at the time of appearing in the examinations, declaration of results, issue of mark sheets, etc.

All the students are further advised to maintain uniformity in their signatures on student's identity card, enrollment application and attendance sheet provided in the examination hall at the time of writing examinations.

Students enrolled for Computer Based Foundation Programme Examinations in December, 2014 Session may go through the important instructions to examinees uploaded on the website of the Institute [www.icsi.edu](http://www.icsi.edu) at “for students” option at home page.

**REGULARISATION OF FOUNDATION PROGRAMME ADMISSION**

Students provisionally admitted to the Foundation Programme are advised to upload the scanned copies of their Senior Secondary Mark sheet/Pass Certificates for regularizing their admission at their online account at [www.icsi.edu](http://www.icsi.edu). They are required to login at their account to upload the desired marks sheet/certificate at manage account option. Subsequently they are required to go to certificate details tab option to upload the 12th Pass marksheet/certificate. Students, who have already uploaded / submitted their Senior Secondary Examination Marks sheets/Pass Certificate and have not received any confirmation with regard to approval of their admission, must contact the Institute immediately quoting the following particulars:

- Name
- Details of Fee paid Admission No.
- Email Address
- Complete Postal Address with Pincode

**CANCELLATION OF PROVISIONAL ADMISSION**

Provisional admission of the students, who fail to submit/upload the requisite proof of having passed the Senior Secondary (10+2) examinations within the stipulated time period of six months shall stand cancelled and no refund of fee will be made.
IMPORTANT INFORMATION FOR THE STUDENTS OF THE CS FOUNDATION PROGRAMME

STUDY MATERIAL

Students admitted to the CS Foundation Programme during the month of January 2015 have already been supplied the Study Material. Those who have not received Study material, are therefore, advised to send their request /query through Grievance Solutions Cell. Details of submitting request through grievance solutions cell is given below under the head “ICSI Grievance Solutions Cell”

SELF STUDY

The Institute provides a set of study materials to all students of Foundation Program for their self-study. Students have option to study the subjects of their own and appear in next examination of the institute for which they are eligible. Attending classes is not compulsory.

CLASS ROOM TEACHING

Through Regional Councils/Chapters and their Collaborative Centres

The Institute provides facility of class room teaching also. The Regional Councils/Chapters of the Institute are authorized to impart classroom teaching subject to availability of necessary facilities and sufficient number of students and charge the fee which may vary from place to place. Students interested in having further details may contact any Regional Council/Chapter Office of the Institute. Attending classroom teaching is optional.

E-LEARNING(http://elearning.icsi.edu)

In order to facilitate students, e-learning portal is available for the students of Foundation Programme. Students admitted to CS Foundation Programme through out the country including rural and semi-urban areas as well as from other countries can avail this 24x7 hours on-line study facility as the portal has global reach.

To access the E-learning Portal of ICSI, the students may logon to http://elearning.icsi.edu.

24 HOURS CS HELPLINE:

The Institute has launched a 24 Hours CS Helpline to inform the students about the CS Course & Profession. The students can have pre-recorded replies on the CS Course round the clock through the Interactive Voice Response System (IVRS) by dialing 011-41504444. For detailed information, in this regard, please log on to the website of the Institute Error! Hyperlink reference not valid.

PLEASE NOTE THAT PAYMENT OF FEE BY CHEQUE & MONEY ORDER IS NOT ACCEPTED BY THE INSTITUTE.
ICSI INTRODUCES 24 X 7 STUDY THROUGH E-LEARNING

(http://elearning.icsi.edu)

In order to facilitate students with on-line education/study, the Institute has launched e-learning portal for the Company Secretaryship Foundation Programme and Executive Programme and it is being extended to Professional Programme. All students from rural, urban areas at national level and also from other countries can avail this 24x7 on-line study facility as the portal has global reach.

Under e-learning, students can have continuous access to studies and guidance of faculties on-line. The e-learning module will enable the students to have access to learning and faculty support at any time as per their convenience. Interactivity will be established by modules such as Discussion Boards and Online Chat. Through virtual classroom, students will be able to interact live with the faculty. This will take the study of CS Programme virtually into the space age.

E-learning is designed to provide a virtual contact between the teacher and the taught. Students intended to join e-learning are therefore, required to pay additional fees.

To access the E-learning Portal of ICSI the candidates may logon to http://elearning.icsi.edu

The following schemes are available for e-learning in Foundation Programme:

- WBT (Web Based Training) : It is an innovative computer based approach to learning. The contents have been modified into well-crafted teaching systems. It has multimedia slides covering the entire study material.
- VBT (Video Based Training) : It comprises of video lectures and is a replica of class room training experience.
- LVC (Live Virtual Classroom) : It provides broadcast of live lectures over the internet. In it students can directly interact with the faculty online. There are the three following schemes for which students may apply for admission:
  - WBT
  - Combo Offer which contains (WBT+VBT+LVC)
  - Upgrade to VBT + LVC : This option is available to WBT enrolled students. Students can upgrade from WBT to VBT +LVC at an additional fee. The candidates can use the following modes of payment:
    - (i) By a Credit card/Debit card or Net banking or Cash Cards.
    - (ii) By way of Cheque or Demand Draft drawn in favour of "GURUKUL ONLINE LEARNING SOLUTIONS PVT LTD" payable at Mumbai.
    - (iii) By depositing the Cheque or Demand Draft directly in Axis Bank Account Number-004010202188010.
    - (iv) By making of direct cash payment in ICICI Bank Account Number - 021105002028.

(For more information visit the website http://elearning.icsi.edu)
ICSI GRIEVANCE SOLUTIONS CELL

The Institute in its endeavour to improve the service delivery mechanism to the Members, Students and other stakeholders has established a Grievance Solutions Cell. In case stakeholders feel that their queries are not being properly attended, they may submit their grievance online through “Grievance Portal” by following the steps given below :-

1. Click on the “Online Services” button on the home page of Institute’s Website (http://www.icsi.edu).
2. Click on “Login” button.
3. Enter your User ID (Registration Number / Membership Number) and Password
4. Click on “Login” button
5. Click on “Home” Option and select “Suggestion/Grievances” option
6. Select the Options available as per the nature of your query and enter the details
7. Click on the “Submit” button

Alternatively, the grievances may be sent at E-Mail Id grievance.solutions@icsi.edu.
1. **DECLARATION OF RESULT OF COMPUTER BASED EXAMINATION FOR FOUNDATION PROGRAMME HELD IN DECEMBER, 2014**

The result of Computer Based Examination (CBE) for CS Foundation Programme held on 27th and 28th December, 2014 was declared on Friday, 23rd January, 2015 at 12:00 Noon. The results along with individual candidate's subject-wise break-up of marks were made available on Institute's Website www.icsi.edu on 23rd January, 2015 from 12.00 Noon onwards.

2. **ISSUING OF MARKS-SHEETS**

According to the decision taken by the Institute, the dispatch of Result-cum-Marks Statements for Foundation Programme examination in physical form has been discontinued. Instead formal E-Result-cum-Marks Statements for the Computer based Foundation Programme examination has been uploaded on the Institute's website: www.icsi.edu to facilitate the candidates to download the same for their reference and record. Students are advised to download the E-Result-cum-Marks Statements accordingly.

3. **COMPUTER BASED EXAMINATION (CBE), JUNE 2015**

The next Computer based examination for Foundation Programme scheduled in June, 2015 will be held on Saturday, the 6th June, 2015 and Sunday, the 7th June, 2014 as per the following Examination Time-Table and Programme and the Examination Centers:

<table>
<thead>
<tr>
<th>DAY AND DATE OF EXAMINATION</th>
<th>SUBJECTS</th>
<th>BATCH NO.</th>
<th>EXAMINATION TIMINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>From</td>
</tr>
<tr>
<td>Saturday, 6th June, 2015</td>
<td>Paper-1</td>
<td>I</td>
<td>9.30 A.M.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>II</td>
<td>12.00 Noon</td>
</tr>
<tr>
<td></td>
<td>Paper-2</td>
<td>III</td>
<td>2.30 P.M.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IV</td>
<td>5.00 P.M.</td>
</tr>
<tr>
<td>Sunday, 7th June, 2015</td>
<td>Paper-3</td>
<td>I</td>
<td>9.30 A.M.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>II</td>
<td>12.00 Noon</td>
</tr>
<tr>
<td></td>
<td>Paper-4</td>
<td>III</td>
<td>2.30 P.M.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IV</td>
<td>5.00 P.M.</td>
</tr>
</tbody>
</table>

*Allotment of time-slot to each student will be made by the Institute and no request for change of time-slot will be entertained.*
EXAMINATION CENTERS


NOTE: 1. Ahmednagar (Maharashtra); Akola (Maharashtra); Amravati (Maharashtra); Beawar (Rajasthan); Chittorgarh (Rajasthan); Gandhinagar (Gujarat); Jhansi (Uttar Pradesh); Panipat (Haryana); Rourkela (Odisha); Ujjain (Madhya Pradesh) are on experimental basis

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

3. Please note that no request for change of examination venue will be entertained in respect of a particular city, where multiple examination venues exist.

4. Candidates should note that non-receipt/delayed receipt of result-cum-marks statement, response to result queries, requests for verification of marks, etc., will not be accepted as valid and sufficient reason for seeking any relaxation or not complying with the requirements of regulations and/or last dates for submission of enrolment applications for the next examinations. Therefore, the candidates in their own interest are timely advised to keep track of important announcements, last dates and observe the time schedule.
4. ANNOUNCEMENT REGARDING ‘MERIT SCHOLARSHIP’ AND ‘MERIT-CUM-MEANS ASSISTANCE’ IN RESPECT OF DECEMBER, 2014 EXAMINATIONS.

ATTENTION STUDENTS APPEARED IN DECEMBER, 2014 EXAMINATIONS

The Institute awards “Merit Scholarships” and “Merit-cum-Means Assistance” to students for pursuing Executive Programme and Professional Programme on the basis of their meritorious performance in the examinations and on merit-cum-need basis on their passing Foundation Programme and Executive Programme examinations respectively, as per the criteria stipulated under the “Merit Scholarship (Company Secretaryship Course) Scheme, 1983” and “Merit-cum-Means Assistance (Company Secretaryship Course Scheme), 1983”.

MERIT SCHOLARSHIP

In pursuance of para 7 of the “Merit Scholarships (Company Secretaryship Course) Scheme, 1983”, 25 numbers of scholarships are awarded each for Executive Programme and Professional Programme examinations per session only to registered students, purely in order of merit, from amongst the candidates who appeared and passed in all the subjects of their respective examination, at first attempt, in one sitting, without claiming exemption in any subject, on all-India basis and subject to fulfilling other terms and conditions as stipulated in the said scheme.

Accordingly, students who pass the Foundation Programme examination in December 2014 should get themselves registered with the Institute for the Executive Programme within 3 months from the date of declaration of results to become eligible for award of Scholarship.

MERIT-CUM-MEANS ASSISTANCE

In pursuance of para 8 of the “Merit-cum-Means Assistance (Company Secretaryship Course) Scheme, 1983”, 25 numbers of financial assistance are awarded each for Executive Programme and Professional Programme examinations per session only to registered students. According to the scheme, a candidate has to apply in the prescribed form which can be downloaded from Institute’s website: www.icsi.edu OR obtained from the Institute free of cost by sending a self addressed stamped envelope, and submit his/her application within a specified date as notified from time to time. Any candidate applying for financial assistance should have passed the Foundation Programme/Both the Modules of Executive Programme Examination, at first attempt, in one sitting, without claiming exemption in any subject. If the candidate is employed or having an independent source of income, in that case his/her income should not be more than Rs.1,50,000/- per annum and if he/she is dependent on his/her parents/guardian/spouse, then the combined income from all sources should not be more than Rs.2,50,000/- per annum and also subject to fulfilling other terms and conditions as stipulated in the said scheme.

Students, who pass the Foundation Programme examination in December, 2014 must get themselves registered with the Institute for the Executive Programme within 3 months from the date of declaration of results to become eligible for award of this financial assistance.

A separate notification inviting applications for award of “Merit-cum-Means Assistance” is being published elsewhere in this issue.
5. NOTIFICATION FOR INVITING APPLICATIONS FOR ‘MERIT-CUM-MEANS ASSISTANCE’ IN RESPECT OF INSTITUTE’S DECEMBER, 2014 EXAMINATIONS

NOTIFICATION

ICSI/CS/ 06/2015

MERIT-CUM-MEANS ASSISTANCE SCHEME, 1983

In pursuance of para 13 of the “Merit-cum-Means Assistance (Company Secretaryship Course) Scheme, 1983”, as amended up to 18th February, 2013, applications are invited to reach the Institute in the prescribed form on or before 25th May, 2015 for award of 25 numbers of financial assistance each for pursuing Executive Programme and Professional Programme of the “company secretaryship” from students who fulfil the eligibility criteria laid down under the said scheme.

According to the scheme, a candidate applying for assistance should have passed Foundation Programme or Both Modules of the Executive Programme examination without exemption in any paper, at one sitting, in the first attempt in December, 2014 examination. The income of such an applicant, if employed or is having an independent source of income, should not be more than Rs.1,50,000/- per annum and if he/she is dependent on his/her parents/guardian/spouse whether partially or wholly, the combined gross income from all sources should not be more than Rs.2,50,000/- per annum.

Prescribed application form together with a copy of the Merit-cum-Means Assistance (Company Secretaryship Course) Scheme, 1983 can be downloaded from the Institute’s Website link: www.icsi.edu under Examination Section or obtained by post from the Institute free of cost by sending a self-addressed envelope of 23 cms. x 11 cms. size duly affixed with postage stamp worth Rs.10/- . Applications not made on the prescribed forms and/or without supporting documents, incomplete applications, applications not fulfilling the eligibility criteria laid down under the scheme or applications not reaching the Institute on or before 25th May, 2015 are liable to be rejected.

BY ORDER OF THE COUNCIL

File No.207:Exams:2015
New Delhi – 110 003.

Dated, the 5th February, 2015

(CS SUTANU SINHA)
CHIEF EXECUTIVE & OFFICIATING SECRETARY
6. GRANT OF FACILITY OF WRITER’S HELP/EXTRA TIME TO PHYSICALLY DISABLED CANDIDATES IN COMPUTER BASED EXAMINATION JUNE, 2015

Any physically disabled student having a minimum of 40% physical disability or deformity of permanent nature and who wishes to seek writer’s help and/or extra time for the purpose of appearing or writing Company Secretaries June, 2015 examination should make a separate written request therefore mentioning complete details about his/her Name, Student Registration No., Complete Postal Address, Mobile Number, E-mail id, specifying nature and extent (in % term) of his/her permanent disability, etc., to The Joint Secretary (Exams.), The Institute of Company Secretaries of India, C-37, Sector 62, Institutional Area, NOIDA – 201309 (U.P.) in addition to submitting his/her enrolment application for appearing in the examination together with the following supporting documents:

(i) Disability Certificate issued by the Medical Board/Head of Deptt. or Sr. Medical Officer (Specialists) of a Central or State Govt. Hospital certifying the nature (permanent or temporary) and percentage of disability, and its duration affecting his/her writing ability and/or the normal physical functions; and

(ii) Letter of Permission issued to him/her by Sr. Secondary Board/University and/or any other professional/educational examining body, such as – University, UPSC, SSC, State Public Service Commission, Institute of Chartered Accountants of India, Institute of Cost Accountants of India, etc., granting him/her such assistance for appearing or writing the examinations.

Please note that even the physically disabled students, who had earlier been granted facility of Writer’s Help/Extra Time in the previous examination and wish to avail of such concession or assistance for writing the ensuing June, 2015 examinations are required to apply afresh giving reference of such facility granted in the past and making a separate application to The Joint Secretary (Exams.), The Institute of Company Secretaries of India, C-37, Sector 62, Institutional Area, NOIDA – 201309 (U.P.) before the last date for submission of enrolment application for December, 2014 examination. The application for grant of Writer’s Help/Extra Time should not be clubbed with any other query or correspondence.

It is clarified that in case of disablement of temporary nature and injuries like, fracture in the arm, forearm or dislocation of a shoulder, elbow, wrist or any other illness, etc., the candidates are not eligible to seek any concession or assistance of writer/extra time.

Intimation about grant of Writer’s Help/Extra Time is normally sent 15-20 days before the commencement of each examination.
7. ANNOUNCEMENT REGARDING OPENING OF NEW EXAMINATION CENTRES

ATTENTION STUDENTS

NEW EXAMINATION CENTRES FOR CS EXAMINATION-JUNE 2015

The Institute is pleased to announce opening of new Examination Centres at following cities on an experimental basis w.e.f. June, 2015 examinations onwards:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>City &amp; State</th>
<th>Centre Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ahmednagar (Maharashtra)</td>
<td>423</td>
</tr>
<tr>
<td>2</td>
<td>Akola (Maharashtra)</td>
<td>424</td>
</tr>
<tr>
<td>3</td>
<td>Amravati (Maharashtra)</td>
<td>425</td>
</tr>
<tr>
<td>4</td>
<td>Beawer (Rajasthan)</td>
<td>239</td>
</tr>
<tr>
<td>5</td>
<td>Chittorgarh (Rajasthan)</td>
<td>238</td>
</tr>
<tr>
<td>6</td>
<td>Gandhinagar (Gujrat)</td>
<td>426</td>
</tr>
<tr>
<td>7</td>
<td>Jhansi (Uttar Pradesh)</td>
<td>240</td>
</tr>
<tr>
<td>8</td>
<td>Panipat (Haryana)</td>
<td>241</td>
</tr>
<tr>
<td>9</td>
<td>Rourkela (Odisha)</td>
<td>112</td>
</tr>
<tr>
<td>10</td>
<td>Ujjain (Madhya Pradesh)</td>
<td>427</td>
</tr>
</tbody>
</table>

Accordingly, candidates can opt for new examination centre at the aforesaid city(ies) while enrolling for June, 2015 examination.

***
Online facility for registration of Companies / PCS / Other entities for imparting Training to CS students

Institute has recently introduced online facility for registering companies / Practising Company Secretaries (PCS) for imparting training to CS Students. They may do it of their own through online services at institute’s website www.icsi.edu.

While filling the online application form, they are required to ensure the followings:

i) In case of registration of PCS: Please ensure to upload scanned copy of the PCS Registration application form duly filled & signed at the appropriate place (format is given at website). Please note that member is required to enter his/her membership in the respective field and system will automatically fetch his/her address & contact details as per records already available in institute.

ii) In case of registration of Company: Please ensure the followings:

   a) Company’s paid share capital must be minimum 50 lacs. This field is mandatory.
   b) Scanned copy of request letter on letter head of the company for registration of company for imparting training to CS students duly signed by authorised signatory with rubber stamp + duly authenticated copy of one appropriate page of latest audited balance sheet on which paid up share capital of company is mentioned, are required to be uploaded (in single file) at the appropriate place.

iii) In case of registration of Law Firm (partnership firms only) / Consultancy firm (partnership firms only): Please ensure to upload scanned copy of request letter on letter head of the firm for registration of firm for imparting training to CS students duly signed by authorised signatory with rubber stamp + duly authenticated copy of partnership deed (in single file) at the appropriate place.

Sending automatic acknowledgement to students by SMS for their Quarterly Report / Training Completion Certificate received at institute.

Students are submitting quarterly reports during their Management Training / Apprenticeship training period to institute, both through e-mail as well as hard copy. These quarterly reports are entered manually in Dot net module on day to day basis. But there was lots of queries from students to know the status of their quarterly reports. Accordingly, with the help of Dte. of IT the facility of sending the bulk SMS through weblink is provided in the existing training module through which the bulk SMS is being sent to all concerned students informing him/her that his/her quarterly report has been received at ICSI.
Online English Learning Programme

Institute has launched a multi-vendor Online English Learning Programme to upgrade the English skills of the students of the Institute at affordable rates. Online English Learning Programme is voluntary for the students. Students may subscribe to any Online English Learning Programme at their option. The subscription charges have been capped at Rs. 3000/- per annum per subscription. The Institute has also arranged 7 days trial version of Online English Learning Programme for the students. A student may subscribe to Online English Learning Programme with or without using the trial version. Students are requested to subscribe for any Online English Learning Programme at their option. Please visit the link http://www.icsi.edu/OnlineEnglishLearningProgramme.aspx for the Online English Learning Programme.
Thane Chapter of WIRC of ICSI

is pleased to announce
Oral Coaching Crash Course
for
June, 2015 Examinations
From 2\textsuperscript{nd} Week of March, 2015

Timing:
Executive Programme : Friday, Saturday & Sunday
(3 days for 8 hrs per day per subject)
Foundation Programme : 6 pm to 9 pm
( 7 days for 3 hrs per day per subject)

Venue:
Thane Chapter of ICSI (201-202, Sai Plaza Complex, Kapurbavdi Junction, Ghodbunder Road, Thane [West] 400607)

Fees:-
Executive Programme per Subject : Rs. 3000/-
(on any additional subject Rs. 500 will be discounted)
Foundation Programme per Subject: Rs 2000/-
(on any additional subject Rs. 500 will be discounted)

Fees should be paid to Thane Chapter office by cash/ Cheque in the favor of “ICSI Thane Chapter”

For any further information, you may kindly:-

♣ Mail us at thane@icsi.edu

📞 Call at 022 – 25893793/1333

****Hurry Admissions already open****
Thane Chapter of WIRC of ICSI

is pleased to announce
Oral Coaching classes for

December, 2015 Examinations

From 15th April, 2015

Foundation Programme Time : 04:00 PM to 06:00 PM
Executive Programme Time : 6.30 PM to 8:30 PM
Professional Programme : Saturday-Sunday

Venue: Thane Chapter of ICSI (201-202, Sai Plaza Complex, Kapurbavdi Junction, Ghodbunder Road, Thane West)

Fees:

Foundation Programme: Rs. 12000/-
Executive Programme Module I: Rs. 14000/-
Executive Programme Module II: Rs 10500/-
Executive Programme both the modules: Rs. 22000/-
Professional Programme per Subject: Rs. 6000/-

(*only for Advance Tax Law & Practice and Financial, Treasury & Forex Management)

Fees should be paid to Thane Chapter office by cash/ Cheque in the favor of “ICSI Thane Chapter”

For any further information, you may kindly:-

Mail us at thane@icsi.edu

Call at 022 – 25893793/1333

“Hurry Admissions already open”
# ATTENTION : NIRC LIBRARY MEMBERS

All NIRC Library Members who were having their valid membership during the period 01-04-2011 to 31-03-2012 and have not renewed their Library membership till date may either apply for renewal of membership or request for refund of security deposit. All such request should reach to the Regional Director on or before 15-03-2015. All deposits on account of Library Security will be forfeited and no request for refund will be considered / entertained after the stipulated date.

## Pune Chapter of ICSI

*announces*

Class Room Teaching for DEC 2015 batch

**CLASS ROOM TEACHING**

**(FOR DEC 2015 EXAMINATION)**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Date of Commencement of class</th>
<th>Timings</th>
<th>Fees</th>
<th>Last date for receipt of application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation Programme</td>
<td>15.06.2015</td>
<td>3.00 pm – 7.30 pm</td>
<td>Rs 12000/</td>
<td>29.05.2015</td>
</tr>
<tr>
<td>Executive Programme (Module I)</td>
<td>15.06.2015</td>
<td>5.00 pm – 8.00 pm</td>
<td>Rs 11000/ Per Module</td>
<td>29.05.2015</td>
</tr>
<tr>
<td>Executive Programme (Module II)</td>
<td>15.06.2015</td>
<td>7.30 am – 10.30 am</td>
<td>Rs 10000/ Per Module</td>
<td>29.05.2015</td>
</tr>
<tr>
<td>Executive Programme (Both Modules)</td>
<td>15.06.2015</td>
<td>As Above</td>
<td>Rs 19500/</td>
<td>29.05.2015</td>
</tr>
</tbody>
</table>

*For Further Details*

**Contact**: Pune Chapter of ICSI, 23, Mukund Nagar, Above Dr Joshi Hospital, Pune-411037

**E-Mail**: pune@icsi.edu

**Phone**: 020 24263228/ 020 24260341

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Mission

To develop high calibre professionals facilitating good corporate governance

Vision

To be global leader in promoting good corporate governance

Editorial Team

Sonia Baijal, Director
A K Sil, Joint Director
Dr. Rahul Chandra, Joint Director

For views/suggestions/feedback please write to: academics@icsi.edu
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