



The Institute of Chartered Accountants of India

Code: FN6RM566609
Subject : Risk Management

Total Marks: 60
Marks Obtained : 45

Subject
 Number of Answer Books used : Main + additional sheets

For use by ICAI only

566609-6A



02 DEC 2020

Q.No.	To be ticked (✓) by the candidate against the Questions answered	Marks Awarded (To be filled by Examiner)					Total
		a	b	c	d	e	
1	✓						
2	✓						
3							
4	✓						
5	✓						
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Total							

ICAI

Use only Blue / Black Ball Point Pen to write and shade the circles.
AVOID RED PEN.
 Write the marks in the boxes before shading the respective circles.

Total Marks awarded

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

Total Marks awarded (in words) _____

Examiner's Signature _____



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INSTRUCTIONS TO THE CANDIDATE

Answers are not to be written on this page

Answers should be written in figures and words in the allotted space at the right hand corner of the cover page and nowhere else including additional answer book/s and graph paper.

Answers should be written in the box in numbers and darken the appropriate circles of the OMR provided in the right hand corner of the cover page with **Black** ball point pen.

Particulars such as name of Examination, Group No., Paper No. and subject at the appropriate space at the left hand upper corner.

4. Remove the Bar Code sticker of the particular paper from the Attendance sheet and affix the same on the box provided in the right hand corner of the cover page.
5. Since a machine will read the Roll no., please check and ensure that Roll number written in numbers, words and circles darkened are correct. In case any candidate fills this information wrongly, Institute will not take any responsibility for rectifying the mistake.
6. The answers should be written neatly and legibly
7. The answer to each question must be commenced on a fresh page and question number prominently written at the top of each answer. Alternatively, the question number should be distinctly written in the margin.
8. The answer to each question in all parts should be fully completed in one page or in a consecutive set of pages, before the next question is taken up.
9. Writing of Roll number in place/s other than the space provided for the purpose or writing distinguishing mark, symbols like "OM", "Sri", "Jesus", "786", etc., will tantamount to adoption of "unfair means"
10. Before submission of answer book to the invigilator take care to score out (X) blank pages, if any, that you might have left.



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C1

Q. 1)

5

1.6 1.6

- i) As there is no access control restrictions for entering the area in which bar coding of the product is done, CRPL should have adequate user access control like thumbprints, ID swaps at the entry point.
- ii) There is lack of supervisory control as the ~~pro~~ store manager issued purchase order without the prior and specify approval of the manager.
Also he failed to exercise basic due diligence as the last was to be expired in the next 3 days
- iii) Inter branch transfers should be necessarily recorded in a goods Inward and goods outward ledger as there may not be any further



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1.6 Step 1

Receipt or payment of cash for the same. Also, responsible officers should be engaged in verifying all the receipts and dispatches from the sending and the receiving branches.

iv)

The salesman should be given a criteria based on which discount should be offered to the customer as unnecessary discount would lead to loss of revenue for CRPL. Also, authorisation by a senior should be necessary before giving discount.

v)

Assets like cash should be having physical control to avoid any theft/robbery. It appears that either cashier or manager is engaged in such theft. Different keys should be handed over to both of them where the safety locker opens on entering of both keys. CRPL should

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Further investigate into the past loss (cash shortages) of ₹ 500,000.

vi) There appears to be lack of segregation of duty as the purchase manager is in a position to complete the entire transaction right from order to the payment to supplier. Payment to supplier should be postponed in case general manager is not available.

vii) Overriding of controls is being done by the employees as credit limit of ₹ 50,000 is breached. Reports of the two transaction along with the responsible officers name should be submitted to management for further action.

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Q.1)

1.7

5

1.7

Initial outflow = ₹ 2.5 crores.

Cash flow = ₹ 75L p. year.

Years = 5 years, COC = 10%.

i) NPV under the present scenario.

= ~~2500000~~

0.75×3.7908

- 2.5

(PVAF 10%, 5 years)

crores.

1

1.7 Step 1

= - 2.8431 - 2.5 crores

= 0.3431 crores

or

NPV = 34,31,000

ii) NPV if Annual cashflow is affected by 10%.

Revised annual cashflow =

= 0.75 crores - 10%

= 0.675 crores

or 67,50,000.

NPV = $67,50,000 \times 3.7908 - 250,00,000$

= 587,900

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% Fall in NPV = $\frac{587900 - 34,31,000}{34,31,000}$
= $\boxed{(82.87\%)}$

iii) NPV if initial cost is affected by 10%.

Revised initial cost = 2.5 crores + 10%
= 275,00,000

NPV = $\frac{284,31,000}{10\%} - 275,00,000$
= 931,000

1.7 Step 2

% Fall in NPV = $\frac{931,000 - 34,31,000}{34,31,000} \times 100$
= $\boxed{(72.87\%)}$

iii) NPV if COC is affected by 10%.

Revised COC = 11% (10 + 10%)

NPV = $75,00,000 \times 3.6959 - 250,00,000$
= 27,19,250

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$$\% \text{ Fall in NPV} = \frac{27,19,250 - 34,31,000}{34,31,000} \times 100$$

$$= (20.74\%)$$

Factor	Annual cash flow	Initial cost
--------	------------------	--------------

iii) Project life is affected by 10%.

Revised project life = 4.5 years.

$$\text{Break even NPV} =$$

$$\text{for 4 years}$$

$$75,00,000 \times 3.1699$$

$$(PVAF, 10\%, 4 \text{ years})$$

$$= 237,74,250 - 250,00,000$$

$$= (12,25,750)$$

Hence project will run for some days in year 5.




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Year 5 Cashflow = $75,00,000 \times 0.6209$
= 46,56,750

Assuming 360 days

360	46,56,750
(95 days)	12,25,750

4 95 days would be project life.

NPV fall = (14.72%)

Hence, NPV is most sensitive to 10% fall in annual cashflow of 75,00,000.

1.7Step3

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10



4 1.8
1.8)

Q.4)

i)	Risk faced by CRPL.	Risk Action to be taken.
a)	Risk of inadequate training.	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Reduce / Manage</div> This is can be reduced by CRPL by conducting employee training programme.
b)	Risk of affected by natural calamities.	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Transfer / Share.</div> Insurance cover of 30,000 which is provided by insurance company can be obtained.
c)	Risk of expiry of product.	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Avoid.</div> If the products are slow / non moving,


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<p>DO NOT WRITE ANYTHING HERE</p>	<p>4 1.8Step1</p>	<p>CRPL should exit from such product line. Alternatively, it can also</p> <p style="border: 1px solid black; padding: 2px; display: inline-block;">Accept the risk</p> <p>if the impact is minimal.</p>
<p>DO NOT WRITE ANYTHING HERE</p>	<p>d) Risk of theft of products by employees.</p>	<p style="border: 1px solid black; padding: 2px; display: inline-block;">Reduce/Manage.</p> <p>Action should be taken by the man management to identify and analyze the root cause of such risk. Alternatively, adequate physical controls can be put in place by CRPL.</p>
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14 C4

12



Q. 4) Case Study 4.

4.6.

5 4.6

Risk, Control Self Assessment is an activity conducted by the management ; i.e. when a test step is tagged to each of the controls and management function performs that test it is known as RCSA.

RCSA Entry.

Process.	Production Sewicing of the Yarns, by service providers.
Sub process.	Calendaring, dyeing, printing and stitching of fabrics.
Inherent risk description.	i) Quality of service providers is not as per quality expectations.

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	<ul style="list-style-type: none"> ii) Service Providers Lack knowledge of processes carried out by them. iii) Service providers failing to meet time deadlines.
Reliability rating	7 out of 10
Impact rating	6 out of 10
Control description	<ul style="list-style-type: none"> i) Sampling of fabrics received from service provided for quality checks. ii) Adequate contractual agreement with service provider. iii) Reduced payment in case of lapsing of deadline.



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Control type

- i) Preventive control.
- ii) Test checking/ verification.

Control owner.

Production Manager.

Control Test Steps.

- i) Verifying/ sampling of the fabrics received.
- ii) Agreement as per ICAI guide lines.
- ii) Review contractual agreement and due diligence.
- iii) Post dis payment for fabric. (if received after due date)

Test results

- i) Contract with service provider contained minimum level of service to be provided. (Standard).
- ii) Test checking of fabrics on sampling basis as per ICAI guidelines.

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5

4.6 Step 1

Residual rating.

3 out of 10. After control implementation, risk stands at this level.

Sample description of Test done.

i) Stratified sampling followed.

Q. 4.7)

4.7

5

4.7

Altman Z score.

The Z score is a ^{linear} ~~fixe~~ combination of 5 business ratio calculated as follows.

$$Z = 1.2x_1 + 1.4x_2 + 3.3x_3 + 0.6x_4 + x_5$$

Hence, x_1, x_2, x_3, x_4 and x_5



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are calculated as follows:

$$x_1 = \frac{\text{Working Cap.}}{\text{Total assets}} = \frac{1}{21}$$

(measures liquidity).

$$x_2 = \frac{\text{Retained Earnings}}{\text{Total assets}} = \frac{1}{21}$$

(measures profitability).

$$x_3 = \frac{\text{EBIT}}{\text{Total assets}} = \frac{2}{21}$$

(measure operating efficiency).

$$x_4 = \frac{\text{Market Value of Equity}}{\text{BV of Total liabilities}} = \frac{2}{6}$$

(measures market dimension).

$$x_5 = \frac{\text{Sales}}{\text{Total assets}} = \frac{150}{21}$$

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$$Z = 1.2 \times \frac{1}{21} + 1.4 \times \frac{1}{21} + 3.3 \times \frac{2}{21}$$

$$+ 0.6 \times \frac{2}{6} + \frac{150}{21}$$

5 4.7 Step 1

$$= \frac{1.2 + 1.4 + 6.6 + 150}{21} + 0.2$$

$$= 7.58 + 0.2$$

$$= \boxed{7.78}$$

Hence Altman Z score is 7.78 which is above the limit of 4.48 for non bankrupt group.

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(P. 4.8).
4.8

4

- i) Governance functions include planning and budgeting, performance measurement, assurance and auditing, procurement, hiring, daily op.
- ii) The management of the organization, enabled by its governance arrangements, can be described as 'coordinated activities to direct and control'.
- iii) Risk management is defined as 'coordinated activities to direct and control with regard to risk'. The parallels between these two statements demonstrate how closely risk management and governance are linked.
- iv) Risk management is one of the important pillars of governance and arguably only tool to deal with business uncertainty. Risk management is recognised as an integral component of good management and governance. It is an iterative process consisting of steps, which when undertaken enable continual

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improvement in decision making.

Importance of Risk management :



4.8Step1

Benefits of the Risk management and measurement extend throughout the organization. They are :

- a) enhanced working environment.
- b) Improved allocation of resources to risks that really matter.
- c) Sustained or improved corporate relations and.
- d). other gains, all of which lead to prevention of losses, better performance and profitability and increased stakeholder value.

Hence. Risk management is important for the entire organization as whole. as the benefits prove beneficial to all affected by organization's decision.



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8 C5

Q.5 (Case Study 5)

4 5.6
5.6)

1 5.6Step1

A) Artificial Intelligence is the science that makes intelligent machines especially computer programmes. It is a way of making computer think in the way intelligent humans think. Machine Learning is a program that dynamically responds to change in data/situation by changing the rules that govern the behaviour.

1 21
5.6Step2

Artificial Intelligence needs large amount of data which would have to be made available by ALCON. AI needs proper big data architecture which involves hadoop clusters, spark clusters, etc. so that processing of data is faster. Also ALCON would have to invest heavily in development of AI and intelligence software.



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c).

Following areas AI and ML can be implemented:

2

5.6 Step 3

- i) Credit risk Model Testing.
- ii) Portfolio risk management and measurement.
- iii) Operational and compliance risk.
- iv) Evaluation of products offered and credit risk assessment of the borrowers.

Q. 5.7

5.7

3.5

5.7

- A) RCSA is Risk Control Self Assessment. When a test step is tagged to each of the controls and management function performs that test, it is known as RCSA.
- Key Risk Indicator (KRI) is a metric that provides information on the level of risk exposure on a continuous basis, (Ex. customer complaints, limit breaches)



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They are interrelated concepts.
For Eg. in manufacturing process, a half yearly RCSA may be built on checking no. of batches failed and for KRI, batch failure numbers are reviewed every week.

2

5.7Step1

Hence if KRI exists for a process, an RCSA can be built using KRI.
Hence it is essential that KRI be identified before implementing RCSA. though both are actually interrelated concepts.

1.5

5.7Step2

RCSA as explained is a when test step is assigned to control and management performs that step, it is known as Risk & Control self assessment.

Methods to implement RCSA:

- i) Sampling.
- ii) Specific affirmative / negative answer.
- iii) Physical verification, etc.



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Q.5.8)

0.5 5.8

i) Whether the products meet the regulatory requirement as applicable to ALLON?

0.5 5.8Step1

ii) Whether pricing of the product / features of the product are leading to increased risk?

iii) Whether company has adequate talent / staffing required for such product which may be sophisticated.

0 5.9

(Q.5.9)

0 5.9Step1

In my opinion, Cyber security should be considered at First Line of defense itself.

B)

a) Risk assessment of new products and services.

0 5.9Step2

b). Risk assessment of existing and new technology platforms. (including any AI / ML to be installed).

c). Review of ~~RSA~~ RCSA result, KRI breaches, control assessment, etc.



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9 C2

24



1 2.6

Case Study 2.

Q.2.6)

i) Strategic risk are associated with the primary long term purpose, objectives and direction of the Business.

ii) A successful Business needs a comprehensive, well thought out Business plan. However, business is dynamic, things change and even Best laid plans can sometimes become outdated.

iii) When the company's strategy becomes less effective in the market place and it struggles to reach its goals as a result, the company is said to be facing Strategic risk.

In case of Sun Ltd as well, the company has since its inception not reviewed its business model and products which is in past 18 years, consumer preference, market conditions, competitors product

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2.6Step1

change which makes it necessary for the company to review or change its strategies

It is as a result, even with the best quality products, ~~Sun~~ Ltd is lagging behind the competition. (E.g. Kodak failed to reinvent itself and thus resulted in its bankruptcy).



2.6Step2

Key risk drivers to be considered for this purpose can be product demand factors, competition, consumer preferences, availability of supply chain inputs at competitive rates, research and development of new products, capturing new markets or expanding value chains, etc.



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2 2.7

26



Q.2.7)

0.5

ii) Risk of the organisation being reputation in public view is a key concern in current age of an active and engaged media, and social media.

ii) The related aspects like a lower credit rating for the organisation, higher borrowing costs, reduction in credit terms extended to organisation, fall in share price leading to overall market capitalisation fall and disreputation due to suppliers/vendors/service providers refusing to do business due to reputational risk are all risk that a company faces.

iii) A failed operational transaction leading to customer dispute/complaint may also lead to reputational risk.

Reputational risk assessment:

i) Identification of events that lead to reputational risk events.

1.5

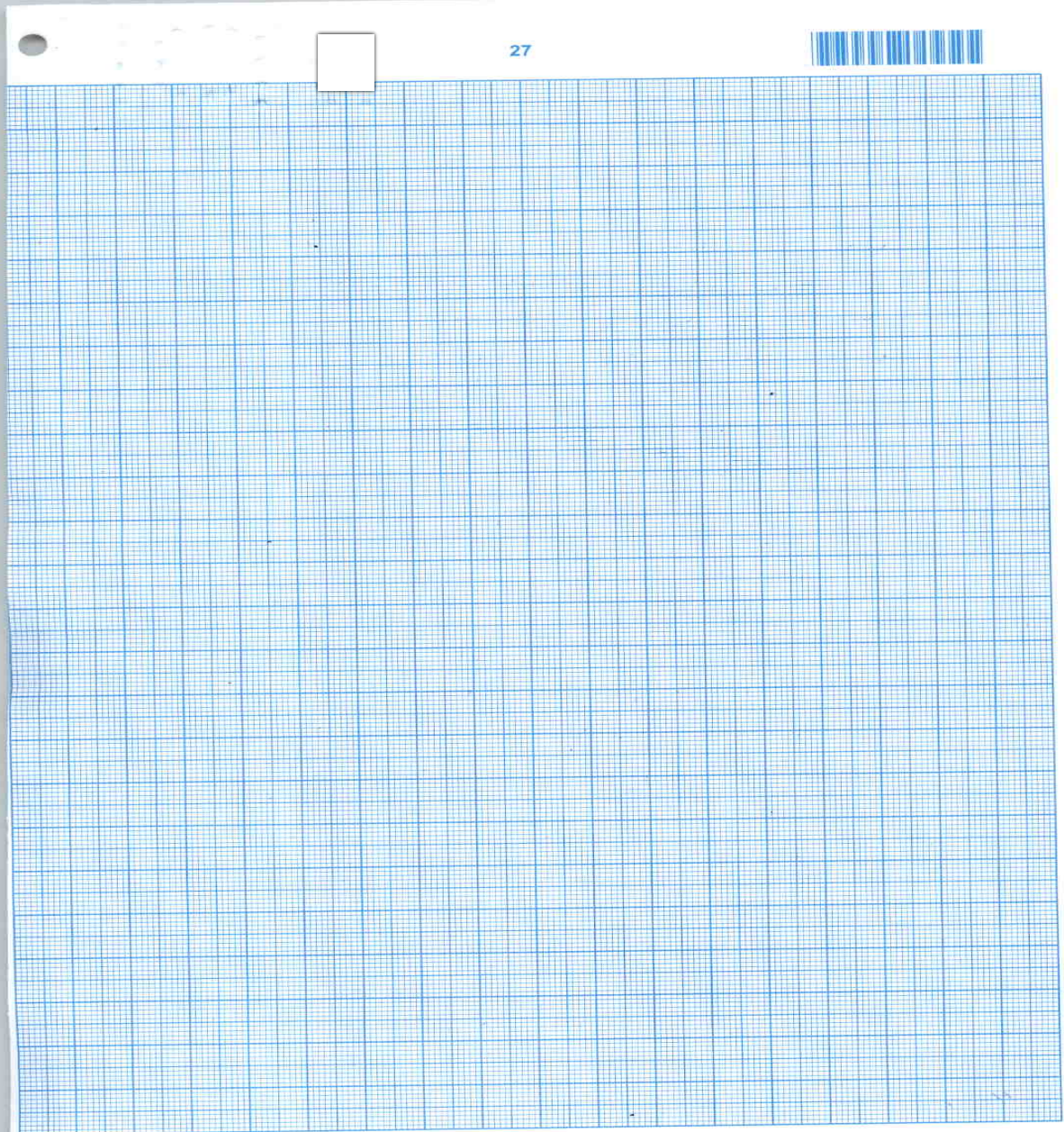
2.7Step2



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- ii) Assessing the probability of occurrence and the impact of the occurrence of such event on the overall reputation of the organisation.
- iii) Various sources for reputation risk are customer feedbacks, social media status, media reports, etc.

(P. 2.8)



2.8

Purpose of the risk management framework is to provide a broad guideline on which the entire risk management process would be carried out by the organisation.



2.8 Step 1

- Step in Risk Management Framework:
- Involvement of appropriate level of Board and management.
 - Role of the Risk management Committee & Others
 - Process for Risk Identification.
 - Review of RCSA, KRI, risk events.
 - Assessing likelihood of occurrence and Impact.
 - Control actions to be taken.



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ADDL. BOOK

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ADDITIONAL ANSWER BOOK

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Q. 2.9)

3 2.9

i) Country risk is the ~~the~~ adverse impact of the host country's economic, financial and political environment.

ii) This risk is most important in case of multinational corporations and foreign investors.

In case of Sun Ltd, it is considering of opening a small factory in South African country.

Various risks faced by it can be.

Nationalisation, exchange control risks, repudiation of contracts, etc.

Country risk management process.

i) Identification of risk: First and foremost, step in country risk is



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identification of risk. Various qualitative and quantitative techniques can be used to identify risks.

ii) Analysis of risk: Once the risk is identified, next step is to analyze the risk. (Political events of that country, credit rating assigned, Busⁿ magazines)

iii) Evaluation of RM techniques: Evaluation of various risk management techniques of risk is carried out.

3

2.9Step1

iv) Selection of suitable techniques: Once various techniques are evaluated, next step is selection of most suitable technique.

v) Implementation of Techniques.

vi) Control: Techniques need to be reviewed on period basis.

Risk Assessment Tools:

- i) Qualitative tools:
 - a) Numerical coding.
 - b) Colours coding.

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2.10

Q. 2.10).

Risk register is a record of risk, risk assessments, mitigation and action plans prepared by the responsible parties that help support overall ERM and risk management procedures. for disclosure reporting process.

2.10 Step 1

As the Board member rightly said, only key risks should be included in the risk registers otherwise too many risks dilutes the focus on the key risks in the register.

Small risk managed at operational level need not be mentioned in risk register as the significance of the same is very little compared to other few risks.



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Result Overview

Awarded Marks: 45

Max Marks:60

NA Not Attempted

O Optional

M Marked

Case Study (Score: 45/60)

Question No	Awarded Marks	Maximum Marks	Status
C1	14	15	M
1.6	5	6	M
1.7	5	5	M
1.8	4	4	M
C2	9	15	M
2.6	1	4	M
2.7	2	3	M
2.8	2	2	M
2.9	3	3	M
2.10	1	3	M
C3	0	15	O
3.6	0	3	O
3.7	0	6	O
3.8	0	3	O
3.9	0	3	O
C4	14	15	M
4.6	5	6	M
4.7	5	5	M
4.8	4	4	M
C5	8	15	M
5.6	4	5	M
5.7	3.5	4	M

5.8	0.5	2	M
5.9	0	4	M

OMR ANSWER SHEET - PAPER 6 FINAL (NEW)

Use Only H.B Pencil to darken the appropriate Circle.

Paper Code

K

J

C

Use Black Ball point pen to write in the Boxes

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Use Black Ball point pen to write in the Boxes

SPACE FOR OAI STAMP

DATE OF EXAM → 02 DEC 2020

Signature of Candidate with Pen

Man

Signature of Invigilator with Pen

S. Kumar

Pl. ensure to answer the MCQs relevant to questions as attempted in the descriptive answer book.

QUESTION - 1		QUESTION - 2		QUESTION - 3		QUESTION - 4		QUESTION - 5	
1.1	A B C <input checked="" type="radio"/>	2.1	<input checked="" type="radio"/> B C D	3.1	A B C D	4.1	A B C <input checked="" type="radio"/>	5.1	<input checked="" type="radio"/> B C D
1.2	A <input checked="" type="radio"/> C D	2.2	A B <input checked="" type="radio"/> D	3.2	A B C D	4.2	A B C <input checked="" type="radio"/>	5.2	A <input checked="" type="radio"/> C D
1.3	<input checked="" type="radio"/> B C D	2.3	A B C <input checked="" type="radio"/>	3.3	A B C D	4.3	A B <input checked="" type="radio"/> D	5.3	A B <input checked="" type="radio"/> D
1.4	<input checked="" type="radio"/> B C D	2.4	<input checked="" type="radio"/> B C D	3.4	A B C D	4.4	A <input checked="" type="radio"/> C D	5.4	A B <input checked="" type="radio"/> D
1.5	A B <input checked="" type="radio"/> D	2.5	A <input checked="" type="radio"/> C D	3.5	A B C D	4.5	A B C <input checked="" type="radio"/>	5.5	A B C <input checked="" type="radio"/>
1.6	A B C D	2.6	A B C D	3.6	A B C D	4.6	A B C D	5.6	A B C D
1.7	A B C D	2.7	A B C D	3.7	A B C D	4.7	A B C D	5.7	A B C D
1.8	A B C D	2.8	A B C D	3.8	A B C D	4.8	A B C D	5.8	A B C D
1.9	A B C D	2.9	A B C D	3.9	A B C D	4.9	A B C D	5.9	A B C D
1.10	A B C D	2.10	A B C D	3.10	A B C D	4.10	A B C D	5.10	A B C D