



Process Control and Reconciliation in a Small Chartered Accountancy Practice: An On-the-Job Training Case Study of Anil Swami and Associates, Pune

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Abstract—This paper presents a qualitative, observation-based case study of accounting, tax-compliance, and audit-support processes at a small Chartered Accountancy (CA) practice, Anil Swami and Associates, Pune, drawn from a three-month On-the-Job Training (OJT) placement (15 May–17 July 2026). Working in an assisting, non-signing role as Audit & Account Assistant, the author recorded discrepancies met in six task areas: bookkeeping, Bank Reconciliation Statements (BRS), Goods and Services Tax (GST) matching against the GSTR-2B statement, income-tax verification, tax deducted at source (TDS) checking, and audit support. For each area, one anonymised example is set out as an issue observed, the checking or reconciliation step applied, and the resulting action. No time, error-rate, or firm-wide data were available, so no comparative or quantitative claims are made. In all six examples the difference came to light when a record was compared with a supporting or independent record, and each was referred to a senior for confirmation or correction. Missing or unverified supporting documents featured in some examples, and overlapping deadlines were the pressure most felt by the author. A standard client-document

checklist and staggered review windows are offered as recommendations to be tested, not as demonstrated improvements.

Index Terms—Chartered Accountancy practice, On-the-Job Training, reconciliation, GST compliance, income-tax verification, audit support, internal control, MSME.

I. INTRODUCTION

Digitisation of Goods and Services Tax (GST) reporting, income-tax e-filing, the Annual Information Statement (AIS), the Taxpayer Information Summary (TIS), and Form 26AS (the annual tax statement) has shifted small Chartered Accountancy (CA) practices away from mechanical data entry towards verification, reconciliation, and documentation. Yet the process-level detail of how a small practice converts client documents into compliant output is scarce in the literature, which concentrates on large-firm audit analytics and automation [1], [2]. This paper reports a first-hand case study from a three-month On-the-Job Training (OJT) placement (15 May–17 July 2026) at Anil Swami and Associates, Pune, where the author served as Audit & Account Assistant.

The paper uses, as an organising framework rather than a tested proposition, the idea that a compliance deliverable, such as a filed return or completed audit file, is the product of a chain of controls: receiving and checking source documents, recording, reconciling against independent records, documenting exceptions, and senior review. A weakness introduced early, for example an incomplete source document, may propagate downstream. The study's objectives were: (1) to understand the bookkeeping workflow for micro, small and medium enterprise (MSME), partnership, and individual clients; (2) to study audit-support activities including vouching and working-paper review; (3) to examine GST, income-tax, and TDS verification processes; and (4) to observe how Tally Prime accounting software and Microsoft Excel supported accuracy and documentation, and to identify possible process



improvements. The scope excludes all client-identifying information; the examples used below are anonymised.

II. LITERATURE REVIEW

The CA profession is regulated by the Institute of Chartered Accountants of India (ICAI) under the Chartered Accountants Act, 1949 [3]. The GST Network (GSTN) reported 1,67,14,646 (about 1.67 crore) active GST taxpayers as of 30 June 2026 [4], and gross GST collections rose from ₹11.37 lakh crore in FY 2020–21 to ₹22.08 lakh crore in FY 2024–25 [5]. The Ministry of MSME reports that the MSME sector contributes around 31.1% of India's gross domestic product (GDP, 2023–24) and over 48.5% of exports (2024–25) [6]; MSMEs are the principal client base of small practices.

A statutory transition is also relevant. The Income-tax Act, 2025 came into force on 1 April 2026. Income earned in FY 2025–26 (assessment year 2026–27) remains governed by the Income-tax Act, 1961, while income earned from 1 April 2026 onwards (tax year 2026–27) falls under the 2025 Act [7]. The placement therefore ran wholly within the first months of the new Act's operation. Income-tax verification of FY 2025–26 records fell under the 1961 Act, TDS on payments made on or after 1 April 2026 falls under the 2025 Act [7], and GST work continued under the Central Goods and Services Tax (CGST) Act, 2017 [11], which was unaffected.

Internal-control theory (preventive, detective, and corrective controls) and the ICAI Standards on Auditing (SA), notably SA 230 on audit documentation [8], [9], frame the audit-support work described here. Evidence linking internal control to reporting quality in small firms comes largely from other settings, for example United States small non-accelerated filers [10]. GST's input-tax-credit mechanism [11] makes GSTR-2B reconciliation central to compliance, consistent with the broader GST-compliance literature [12]–[14]. Studies on audit analytics and artificial intelligence (AI) report efficiency gains alongside concerns about explainability, data quality, and the continuing need for professional judgement [1], [2], [15]–[18]. Survey research on MSME financial reporting in Indonesia is mixed: one study finds positive effects of staff competence, accounting digitalisation, and internal control on report quality [19], while another finds the effect of digitalisation statistically insignificant [20]. Taken together, this literature addresses large-firm technology and macro-level compliance behaviour but offers little first-hand documentation of small-practice process control, the gap this paper addresses.

III. METHODOLOGY

A. Design and Role

This is a descriptive, qualitative, single-organisation case study based on the author's actual OJT activities (15 May–17 July 2026). Information was gathered through observation, practical participation, discussions with seniors, checking accounting records, and reviewing supporting documents. The author worked in an assisting, non-signing role under the supervision of the firm's partner and staff. No firm-wide time log or error database existed, and client data cannot be disclosed, so the study describes observed process control and does not provide a statistical analysis.

B. Activities Performed and Observed

Six task areas were covered: bookkeeping, BRS, GST/GSTR-2B reconciliation, income-tax verification, TDS checking, and audit support. In Table II, P marks work the author carried out under supervision, and P/O marks tasks where the author performed part of the checking and observed the rest, depending on the specific return or audit file. Decisions on corrections, client queries, and filing rested with the seniors.

C. Recording of Observations

Important observations and work completed were recorded in the author's daily notes during the placement, in some cases immediately after finishing a task, and were reviewed while preparing this report. Client names, identifiers (PAN, GSTIN), bank details, and exact confidential figures were left out. The examples were discussed with the firm's senior/mentor, and only anonymised descriptions are reported.

D. Selection of Examples

No formal sampling procedure was used. One example per task area was taken from the author's notes, choosing a discrepancy or item that could be described without identifying a client and that showed a check and a follow-up action. The set therefore shows kinds of discrepancy and response, not how often they occur.

E. Analysis

The selected examples were analysed descriptively: for each, the difference noticed, the check applied, and the action taken were set side by side, and the examples were then compared across task areas to see where differences came to light and how they were communicated and resolved. The analysis rests only on activities actually performed or observed during the OJT. No frequencies, timings, or efficiency measures were calculated. Public regulatory and academic sources were used only for



context and to compare the observations with published findings.

IV. RESULTS AND DISCUSSION

A. Task Sequence and Logged Examples

Anil Swami and Associates is a private CA practice offering bookkeeping, BRS, GST/ITC reconciliation,

income-tax verification, TDS checking, and audit support. Table I gives the typical sequence in each task area, taken from the firm's working-paper formats. It describes the usual workflow only. Table II is the evidence for this study: for each task it records an issue actually noticed, the checking or reconciliation step applied, and the resulting action.

TABLE I
TYPICAL TASK–PROCESS–OUTPUT SEQUENCE

Task	Core process (typical sequence)	Output
Bookkeeping	Source check → entry → ledger review → trial balance	Ledger / trial balance
Bank Reconciliation Statement (BRS)	Bank vs. book matching → exceptions → adjustment	BRS working sheet
GST / input tax credit (ITC)	Purchase register vs. GSTR-2B → classify ITC → follow-up	ITC reconciliation sheet
Income tax	Client records vs. AIS / TIS / Form 26AS → clarify	Discrepancy note
Tax deducted at source (TDS)	Payment review vs. applicable provision	Exception list
Audit support	Sample → vouch to evidence → index	Indexed working paper

TABLE II
OBSERVED ISSUES, CHECKING STEPS, AND ACTIONS (ANONYMISED)

Task (role*)	Issue or discrepancy observed	Checking or reconciliation step	Resulting action
R1 Bookkeeping (P)	Some transactions had been recorded under the wrong ledger or needed clarification.	Supporting bills and vouchers and the ledger entries were checked, and the transaction was compared with the relevant account.	The entry was corrected after discussion with the senior.
R2 BRS (P)	A cheque recorded in the books had not yet cleared in the bank statement.	The bank statement was compared with the cash/bank ledger, and the dates and amounts of outstanding cheques were checked.	The item was kept as an outstanding cheque and reported to the senior for confirmation.
R3 GST / ITC (P)	Some purchase invoices in the books did not match the invoices shown in GSTR-2B.	The purchase register and invoices were compared with GSTR-2B on supplier GSTIN, invoice number, date, and taxable value.	The mismatches were highlighted and discussed with the client and senior for clarification and correction.
R4 Income-tax verification, FY 2025–26 (1961 Act) (P/O)	Some figures and details needed verification against supporting documents.	The information was compared with AIS, TIS, Form 16, and other available documents.	The difference was brought to the senior's attention and further verified before filing.



Task (role*)	Issue or discrepancy observed	Checking or reconciliation step	Resulting action
R5 TDS, payments on or after 1 April 2026 (2025 Act) (P)	TDS shown in the records had to be checked against the related payment and TDS records.	The ledger, supporting documents, and TDS details were checked, including the amount and the applicable deduction.	The details were sent to the senior for review, and correction or confirmation followed.
R6 Audit support (P/O)	Some ledger balances and supporting documents needed verification during audit work.	Ledger entries were checked against bills, vouchers, and other documents, looking for unusual or unsupported entries.	Exceptions and missing documents were noted and communicated to the senior for further action.

B. Reading Table II

Each row of Table II follows the same pattern: a difference is noticed, a record is checked against another record, and the outcome is passed to a senior. In R2, the bank statement was compared with the cash/bank ledger, and the uncleared cheque was kept as an outstanding item and reported to the senior for confirmation. In R3, the purchase register was compared with GSTR-2B on supplier GSTIN, invoice number, date, and taxable value, and the mismatches were discussed with the client and senior for correction.

C. Observations from the Examples

The five statements below are observations from the examples in Table II, not measured results. No comparison with another practice, period, or method was made.

1) Comparison with another record as the point of detection: in all six examples (R1–R6), the difference came to light when a record was compared with a supporting or independent record (bills and vouchers, bank statement, GSTR-2B, AIS/TIS/Form 16, TDS details) rather than at data entry. This is consistent with reconciliation acting as a detective control. The study did not count errors found at other stages.

2) Senior judgement: in all six examples the outcome was reported to or discussed with a senior, who confirmed, corrected, or called for further verification. Table II gives no tool-specific evidence and no accuracy or time measurements were taken, so no efficiency gain from Tally Prime or Excel is claimed; published studies

report both gains and a continuing need for judgement [16], [17].

3) Supporting documents: in R4 and R6 the issue was information or documents that had to be verified or were missing, and this was noted and communicated to the senior. This is a qualitative observation without review-time data, and is consistent with the documentation principles of SA 230 [8].

4) Deadline pressure: GST, TDS, and audit-related work could overlap. For example, while GST reconciliation was being completed, other client accounting and audit documents also had to be checked within their deadlines, so the more time-sensitive tasks were done first. Whether this is the largest risk in the practice was not tested against other risks such as delayed client documents or staffing.

5) Recommendation (untested): because later tasks depend on source documents, a checklist of required client documents issued before each compliance cycle may reduce repeated follow-up. R1, R3, and R6 involved clarification from the client or senior, or missing documents. The benefit has not been measured.

These observations relate to the four objectives in Section I as follows: objective 1 through the bookkeeping and BRS rows, objective 2 through the audit-support row, objective 3 through the GST, income-tax, and TDS rows, and objective 4 partly through observation 2 on the limits of tool-based checking, since Table II gives no tool-specific evidence.



V. CHALLENGES, LIMITATIONS, AND RECOMMENDATIONS

The main challenge was deadline compression from overlapping statutory cycles. The author responded by prioritising work by statutory due date and review dependency, starting reconciliation as soon as portal data were available, and keeping working papers organised for review. Limitations are: a single organisation and a three-month period; an assisting, non-signing role that limited exposure to final review and filing decisions; reliance on the author's own notes with no second coder; purposive selection of one example per task, which cannot show frequency; and the absence of firm-wide quantitative data. The findings should be read as a process account grounded in examples, not as a statistical survey.

Two recommendations follow from the observations, and neither has been tested. First, a standardised, service-specific client-document checklist could be shared before each compliance cycle and tracked in a simple Excel log (received / pending / clarification / reviewed). Second, internal review windows could be staggered so that senior-review demand does not concentrate near statutory due dates. Future work could measure turnaround time and repeat follow-ups before and after adoption, and compare several small practices to separate firm-specific from general patterns.

VI. CONCLUSION

This OJT-based case study suggests that, in the setting observed, output quality depends on timely source information, reconciliation against independent records, clear documentation, and senior review working together as a control chain. Reconciliation recurred across the accounting, GST, income-tax, and audit-support examples, and digital tools supported the work without replacing senior judgement. A client-document checklist with staggered review scheduling is proposed as a low-cost intervention worth testing. The study contributes a process-level account of small-practice compliance work, grounded in specific examples, to a literature weighted towards large-firm audit technology.

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