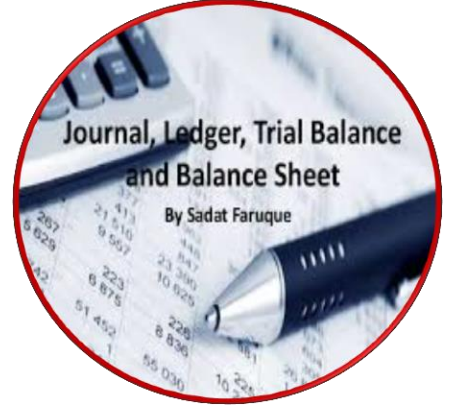




केंद्रीय विद्यालय संगठन ,नई दिल्ली

Kendriya Vidyalaya Sangathan, New Delhi

स्नातकोत्तर शिक्षक वाणिज्य हेतु
12 दिवसीय सेवाकालीन प्रशिक्षण (प्रथम चरण)
दिनांक 17/05/2017 से 28/05/2017



*12 day in-service course (I-spell)
For PGT Commerce
17/05/2017 to 28/05/2017*

प्रतिवेदन सह मार्गदर्शिका /REPORT CUM MANUAL

कार्यस्थल :आंचलिक शिक्षा एवं प्रशिक्षण संस्थान,मुंबई-400078
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VENUE: ZONAL INSTITUTE OF EDUCATION AND TRAINING, MUMBAI

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अभ्युक्ति / ACKNOWLEDGMENTS

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Vice-principal K V Army Area Pune

समन्वयक

C0-ORDINATOR

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SUPPORTED BY FACULTY & STAFF ZIET MUMBAI

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निदेशक की कलम से

The first spell of the in-service course for PGT Commerce was an enriching experience due a varied number of factors. It was the first time I was the Director for Commerce teachers. Secondly the set of teachers were a wonderful lot- disciplined, enthusiastic, very intelligent, very talented and very participatory.



Commerce as a subject directly impacts real life-unlike physics or chemistry where the theoretical knowledge acquired does not directly apply to practical needs. Commerce students learn the art and science of running a business, beginning a start-up, investing in funds and stocks and shares. They can guide others on how to be financially literate, savvy and prudent as well as morally upright in money matters.

Commerce teachers need to link up the theory being taught with practical projects which will widen the perspective of their students. Students also need guidance and opportunity in developing their speaking and presentation skills- a vital personal requirement in the corporate world.

Along with this, I would request the post graduate teachers of commerce, not to lose sight of the intrinsic worth of ethics when doing business so that along with the growth in the bank balance, our desire to contribute to society also increases.

USHA ASWATH IYER

DIRECTOR

KVS ZIET MUMBAI

केंद्रीय विद्यालय संगठन आंचलिक शिक्षा एवं प्रशिक्षण संस्थान मुम्बई
स्नातकोत्तर शिक्षक वाणिज्य हेतु आयोजित 12 दिवसीय सेवाकालीन प्रशिक्षण (प्रथम चरण) हेतु
प्रतिभागियों की सूची

दिनांक 17/05/2017 से 28/05/2017				
क्र.सं	नाम	के.वि.का नाम	संभाग	श्रेणी
1	श्रीमती सुनीता डी.मार्कर	क्र.1 इच्छानाथ सूरत	अहमदाबाद	सा.
2	श्री जयकिशनन एम	डोनीमलाई	बैंगलोर	अ.पि.व.
3	श्रीमती ग्लोरी ग्नानसेल्वी	एम.जी.रेल्वे	बैंगलोर	अ.पि.व.
4	श्री के. थॉमस	क्र.2एस.वी.एन.वायजेग	भुवनेश्वर	अ.पि.व.
5	श्री जी.नागराजन	क्र.1त्रिची	चेन्नई	सा.
6	श्री अब्दुल सलाम	वायुसेना स्थल सुलूर	चेन्नई	सा.
7	श्रीमती जमुना वी.एस.	पट्टोम (द्वितीय पाली)	एरणाकुलम	सा.
8	श्रीमती निशा एन.पी.	वायुसेना स्थल त्रिवेंद्रम	एरणाकुलम	सा.
9	श्री आर.जॉन	पट्टोम (प्रथम पाली)	एरणाकुलम	अ.पि.व.
10	श्रीमती के.पी.संगीता नायर	मलपुरम	एरणाकुलम	सा.
11	श्रीमती के.आर. सुधा	शिसूर	एरणाकुलम	अ.पि.व.
12	श्री मुहम्मद निजार	क्र.2 नेवल बेस कोट्टि	एरणाकुलम	अ.पि.व.
13	श्रीमती सोजा सी.पी.	परयानूर	एरणाकुलम	अ.पि.व.
14	श्री गंगाराम हेम्ब्रम	सीवोक रोड	गुवाहाटी	अनु.ज.ज.
15	श्रीमती आर.लता	बेगमपेट	हैदराबाद	सा.
16	श्री जुबिन धर्माजन	एन.टी.पी.सी. रामागुंडम	हैदराबाद	अ.पि.व.
17	श्रीमती प्रीता श्रीकुमार	एन.पी.ए. शिवरामापल्ली	हैदराबाद	सा.
18	श्रीमती सीमा मेनारिया	बॉसवाड़ा	जयपुर	सा.
19	श्री अंजनी कुमार	क्र.1 बीकानेर	जयपुर	अ.पि.व.
20	श्रीमती सुमन मीना	क्र.3 जयपुर	जयपुर	अनु.ज.ज.
21	श्री दुलीचंद मीना	क्र.5 जयपुर	जयपुर	अनु.ज.ज.
22	श्री शिवलाल चौधरी	क्र.2 वायुसेना स्थल जोधपुर	जयपुर	अ.पि.व.
23	श्री दिलीप सोनाले	वायुसेना स्थल थाणे	मुम्बई	अनु.ज.
24	सुश्री निशा	आय.आय.टी. पवई	मुम्बई	अ.पि.व.

क्र.सं	नाम	के.वि.का नाम	संभाग	श्रेणी
25	श्री पवन कुमार पाठक	क्र.2 वायुसेना स्थल पुणे	मुम्बई	सा.
26	श्रीमती ऊषा किरण	कंकड़बाग पटना	पटना	सा.
27	श्री पंकज वर्मा	कटिहार	पटना	अ.पि.व.
28	श्री वरुण कुमार पांडेय	बवेली	रायपुर	सा.
29	श्री अमित चौरसिया	करीमगंज	सिल्वर	अ.पि.व.
30	श्री अनिरुद्ध कुमार	पंचग्राम	सिल्वर	अ.पि.व.
31	श्री पी.वेंकट रमना	गचिबावली	हैदराबाद	सा.
32	श्री एन.पारनज्योति	ए.ई.सी.एस. कैंगा	ए.ई.सी.एस.	अनु.ज.
33	श्रीमती अर्चना आर.जी.	ए.ई.सी.एस.आर.बी.टी.	ए.ई.सी.एस.	सा.
34	श्री किशोर कुमार	ए.ई.सी.एस नरोरा	ए.ई.सी.एस.	सा.
35	श्री अप्पा द.अवघड़े	ए.ई.सी.एस जादूगुड़ा	ए.ई.सी.एस.	अनु.ज.
36	श्रीमती ए.माधवी	अण्णा नगर	चेन्नई	अ.पि.व.
37	श्रीमती लालिनि आर	क्र.2 ए.एफ.एस. तामबरम	चेन्नई	सा.

सामान्य : 16

अनुसूचित जाति : 03

अनुसूचित जनजाति : 03

अन्य पिछड़ा वर्ग : 15

के.वि.सं. आंचलिक शिक्षा एवं प्रशिक्षण संस्थान , मुम्बई
स्नातकोत्तर शिक्षक वाणिज्य हेतु सेवाकालीन प्रशिक्षण कार्यक्रम (प्रथम चरण) दिनांक 17/05/2017 से 28/05/2017

समय सारिणी									
TIME TABLE IN-SERVICE COURSE FOR PGT COMMERCE, 2017-18 I-Spell)									
Venue ZIET Mumbai 17/05/2017 to 28/05/2017									
			प्रथम सत्र / Session-1		द्वितीय सत्र / Session-2		तृतीय सत्र Session-3		चतुर्थ सत्र / Session- 4
दिवस Day	दिनांक एवं दिन	प्रातः 9.00- 9.30	प्रातः 9.30-11.00Hrs	11:00 से 11:15	11.15 से -1:00	1:00 से 2:00 बजे	2:00 से 3:45	3:45 से 4:00	4:00 से 5:30 p.m.
1	17/05/2017 बुधवार Wednesday	उदघाटन/ पंजीयन एवं पाठ्यक्रम के उद्देश्य / Inauguration / Registration Course objectives निदेशक जीट मुंबई Director Ziet Mumbai		चाय काल / Tea Break	आईस ब्रेकिंग/ समूह विभाजन एवं सामान्य निर्देश / Ice-breaking , group division General guidelines and evaluation criteria for ISC शशीकांत सिंघल / S.K. Singhal (R.P.)	भोजनावकाश / Lunch Break	पूर्व परीक्षा / PRE TEST		
2	18/05/2017 बृहस्पतिवार Thursday	प्रार्थना एवं प्रतेवदन Prayer / Report	योग एवं तनाव प्रबंधन Yoga & Stress Management श्री एस.के. सिंह Mr. S.K. Singh K.V. No.3 Colaba		एन.पी.ओ. / NPO डॉ. नीरज सारस्वत Dr. Neeraj Sarswat (RP)		प्रादर्श पाठ प्रस्तुतिकरण Demo lesson presentation by RP (NS/SKS/ACD)	समूह कार्य आवंटन Assignment of group work	
3	19/05/2017 शुक्रवार Friday	प्रार्थना एवं प्रतेवदन Prayer / Report	किशोरावस्था एवं सम्बंध Adolescence & Relationship श्रीमती राधा सुब्रमनियन Mrs. Radha Subramanian		त्रुटियों में सुधार Rectification of errors शशीकांत सिंघल S.K. Singhal (R.P.)		समूह कार्य Group Work (MCQ Preparation)	समूह कार्य Group Work (MCQ Preparation)	
4	20/05/2017 Saturday	प्रार्थना एवं प्रतेवदन Prayer / Report	कम्पनी अधिनियम 2013 Companies Act 2013 श्री समीर संघवी /Mr. Samir Sanghavi (CA)		रोकड़ प्रवाह विवरण Cash Flow statement श्री समीर संघवी Mr. Samir Sanghavi (CA)		प्रादर्श पाठ Demo lesson (1-4) CD, ACD &RP	प्रादर्श पाठ Demo lesson (5 -8) CD, ACD &RP	
5	21/05/2017 Sunday	प्रार्थना एवं प्रतेवदन Prayer / Report	किशोरावस्था शिक्षा AEP आदर्श अधिगम क्षेत्र Ideal Learning Space निदेशक जीट मुम्बई Director ZIET Mumbai		समूह कार्य Group Work (Seminar Preparation)		प्रादर्श पाठ Demo lesson (9-12 & 13-16) CD, ACD &RP	ऑनलाइन विवज/ Online Quizz श्री एस.के. सिंघल Mr. S.K. Singhal (R.P.)	

6	22/05/2017 Monday	प्रार्थना एवं प्रतिवेदन Prayer / Report	लेखांकन मानक Accounting standards and IFRS (GL) श्री राम मोहन भावे Mr. Ram Mohan Bhave		मध्य- परीक्षा MID TEST	कंप्यूटरीकृत लेखांकन Computerized Accounting श्री दिनेश पटेल के.वी. पवई Mr. Dinesh Patel K.V. IIT Powai		प्रादर्श पाठ Demo lesson (17-21 & 22-26) CD, ACD &RP
7	23/05/2017 Tuesday	प्रार्थना एवं प्रतिवेदन Prayer / Report	आचार संहिता Code of Conduct श्रीमती पुष्पा वर्मा Mrs. Pushpa Verma ZIET Mumbai		कंप्यूटरीकृत लेखांकन टैली Computerized Accounting (Tally)	प्रादर्श पाठ (27-30 & 31-34) CD, ACD &RP		समूह कार्य Group Work (Seminar Preparation)
8	24/05/2017 Wednesda y	Prayer / Report	कंप्यूटरीकृत लेखांकन टैली Computerized Accounting (Tally)		सम्प्रेषण कौशल Communication skills -1 श्री यूजीन डी. लीन Mr. Eugin D Leen	Staffing & its elements श्री प्रकाश गजभिए Mr. Prakash Gajhiye (ACD)		प्रादर्श पाठ Demo lesson (35-38 & 39-42) CD, ACD &RP
9	25/05/2017 बृहस्पतिवार Thursday	Prayer / Report	व्यक्तिगत दावे Personal Claims (TA/DA) श्री आशीष सारस्वत Mr. Ashish Saraswat FO, RO Mumbai	Tea-break	सम्प्रेषण कौशल Communication skills -2 श्री यूजीन डी. लीन Mr. Eugin D Leen	समूह कार्य Group Work (Seminar Preparation)	Tea-break	समूह कार्य Group Work (Seminar Preparation)
10	26/05/2017 शुक्रवार Friday	Prayer / Report	किशोरावस्था शिक्षा AEP Substance Abuse श्रीमती राधा सुब्रमनियन Mrs. Radha Subramanian		गैर लाभप्रद संस्थाएं NPO डॉ. नीरज सारस्वत Dr. Niraj Sarswat	सेमिनार प्रस्तुतिकरण Seminar Presentation (Group 1-3)		सेमिनार प्रस्तुतिकरण Seminar Presentation (Group 4-7)
11	27/05/2017 शनिवार Saturday	Prayer / Report	उत्तरार्ध परीक्षा Post TEST		सम्प्रेषण कौशल Communication skills -3 श्री यूजीन डी. लीन Mr. Eugin D Leen	Group Work (Online Quiz)		Group Work (Compilation of Group work)
12	28/05/2017 रविवार Sunday	Prayer / Report	किशोरावस्था शिक्षा AEP Child Rights Director ZIET Mumbai		Staffing & its elements श्री प्रकाश गजभिए Mr. Prakash Gajhiye (ACD)	Open session		Valedictory

दैनिक प्रतिवेदन (Daily Reports)

17/05/2017

Reported by Henry Fayal Group

In-service Course for PGT Commerce (First Spell) 2017-18 was commenced on 17th May 2017 in ZIET Mumbai. The inauguration ceremony of the course started at 9.30 a.m. with prayer and lighting the traditional lamp by Honorable Course Director & Director ZIET Mumbai, Miss.Usha Aswath Iyer. Associate Course Director, Resource Persons, Training Associates, Officials from ZIET and last but not the least 38 participants from different parts of India graced the occasion by their esteemed presence.

Mr. S. K Singal, Training Associate & R.P., welcomed the gathering and it was followed by self-introduction by the participants. Then the Course Director, in her inaugural address, briefed the participants, the objectives and importance of the course.

Ice Breaking session started with an activity to move around to collect information about persons, places and particulars related to the Course. The activity was interesting, interactive and informative. After the Ice breaking session, there was a short Tea Break.

The Post Tea Break session started with another novel activity method of Group formation by the participants under the guidance of Honorable Director. The Director appreciated the participants for making the very shortly and with great involvement. After the group formation, the Director and Training Associate had given instructions to group members on various aspects of the Course.

The participants were given the opportunity to visit the Office of ZIET Mumbai, for registration from 12 p.m. to 1 p.m.

The Post Lunch session of the course started with Pre- Test. The Bi-lingual question paper of the Pre-Test made the participants to be serious for three hours. The Pre-Test ended at 5 p.m. and the day came to an end .

18/05/2017

DAY 2 REPORT

(By F.W. Taylor group)

Day 2 was started with morning assembly programme presented by Henry Feyols group. Our course director appreciated the morning assembly programme

There was a guest lecture on the topic of Yoga and stress management presented by Mr. S.K. Singh yoga teacher working in KV -3 Coloba Mumbai. After experiencing the union of mind with body through Yoga, all the participants release their stress and work ready for next session.

A session by Dr. Neeraj Saraswat on communication has enriched all of us not just with knowledge but also with better communication skills

The post lunch session witness restlessness due to power failure but very soon the class came in to attentive position by listing the weightage for demo class. Mr. Shashikant Singhal (resource person) elaborated and explained about the preparation of lesson plan and its significance in the course. Very nicely he dealt with evaluation system for participants

After the tea break there was film show which made the participants stick to their seats in spite of the rising mercury.

Thereafter the class dispersed though all groups were holding together discussing the group work

19/05/2017

DAY 3 REPORT

Report of day three i.e. 19th May, 2017

The day had a fine beginning with exemplary morning assembly by F.W. Taylor group setting a benchmark for forthcoming groups. After which our esteemed course director Ms. Usha Aswath Iyer spoke about the various ways of greeting each other and importance of personal space. Madam also emphasised the need to respect others personal space by maintaining postures and keeping physical distance in classroom and public places. This was followed by a quick session of breathing exercises.

The morning session witnessed a well planned and executed lecture on AEP by Radha Subramanian where the participants involvement was cent percent and they thoroughly enjoyed the discussion on case studies. The latter part of morning session had sharing of knowledge and methodology by Mr. Sashikant Singhal on the topic Rectification of Errors, wherein all the participants eagerly shared their views and finally agreed to disagree.

The post lunch session was most tiring, demanding and target oriented i.e the group activity in computer lab where all participants were fully engaged and engrossed in typing, downloading and pasting question banks and PPT. Even at the end of the session the trainees were reluctant to leave the place.

20/05/2017

DAY 4 REPORT

BY MARY PARKER FOLLET GROUP

The day was begun with the Assembly programme presented by Peter F Drucker Group. Special programme was presented on the topic of Payment Bank which was interesting and informative to all the participants. It was appreciated by our Associate Course Director and also he briefed about the demo class which is meant for identifying lacunae of demo class.

After that the next session was taken by Shri Samir Sanghavi CA on the topic Companies Act 2013 who explained the terminology used, practical events and tips to judge the Companies Balance sheet. Followed by the tea break, another session on Cash flow statement was presented by him which was really useful.

We had lunch break, followed by that four demo classes taken by the participants.

After every demo class our course director has given constructive suggestions which motivated every one and provided a hint to other participants to improve upon. By 5:30 pm the session came to an end.

21/05/2017

DAY 5 REPORT

Abraham Maslow Group

Day Five begun with the assembly programme hosted by Mary Parker Follet group followed by Adolescence Education Programme taken up by Ms. Usha Aswath Iyer, Director, ZIET Mumabi. Session started with the video (of rowdy boys). Madam developed the topic weaving my learning space through the active involvement of all the participants. Every participant was eager to call out the answers. The session came to an end with suggestive ideal space for Learning.

Soon the session resumed for the group work in the computer lab.

Post lunch session was a nerve wrecking one Demo by the participants. The day concluded with a very interesting session taken up by Mr. S.K. Singhal, who took high interest in equipping every participant in developing online quiz.

22/05/2017

DAY 6 REPORT

by J K Mehta group

As per schedule the day started with a nice prayer “इतनी शक्ति हमें देना दाता” by the Abraham Maslow Group, a wonderful skit on gender sensitisation was also presented in which it was shown that a girl and a boy child should be treated at par, but by the end of the story there was a big question mark that if Chandu's daughter would not have been selected as a collector, had the story been same.

Followed by the prayer there was a great knowledge enriching session by the guest faculty, Shri Ram Mohan Bhave, (CA), a limca book record holder, a lot of award winner & a member of many big association, who threw light on the topic IFRS & Ind AS in detail. He updated our knowledge with various new terminologies, like:

IVSC- International valuation standard committee

IPSAS – International public sector accounting standards

GASB – Government Accounting standard Board

Ever-greening, Redeemable equity shares, Perpetual Debentures and many more by taking interesting & current examples of Kingfisher, Reliance, Tata's, Infosys, Swiss Bank etc. Business situations prevailing in various parts of the world like London, America, Europe, Bulgaria etc. was also discussed. He also compared the practices of accounting followed in these countries with Indian accounting standards, which enabled us to know how new accounting standards have been developed. He concluded his lecture with explaining the term consolidation of business firms, inviting & answering to the queries of participants like on Electoral Bond, Hawala etc.

Then after a short tea break, the mid-term test started, which made the participants eager & involved to show their knowledge & feedback of what they have learnt in previous six days.

After lunch the third session was on computerised accounting which was taken by Shri Dinesh Patel PGT (CS) of KV IIT Powai. He explained and elaborated very nicely on the topic "Application of computers in accounting & Accounting Information system in connection with Management Information System", which helped us to become familiar with various terms of computerised accounting which are also a part of our curriculum.

The last session was related to our demo lessons in which topics related to financial Management, Not for profit Organisation, Cash Book, Redemption of debentures, Bills of exchange, Organising & Ratio analysis were covered by the participants, followed by encouraging comment of our course Director, Associate Director & Resource Persons.

23/05/2017

DAY 7 REPORT

BY GROUP -7 (KOONTZ O' DONNEL)

The day began with the photo session followed by prayer presented by J K Mehta group. The special item was quite informative as it was about Shri J K Mehta, who developed the theory of 'wantlessness' as a counter to the western economists theory of unlimited wants.

Our Associate course Director Mr. Prakash Gajhiye appreciated the assembly program. He also expressed his expectation that other groups should also present such better assembly program.

Followed by that our Resource person Shri S K Singhal taught us Yoga which reduce back pain and spondylitis problem.

The next session was taken by Mrs. Pushpa Verma, T A, ZIET, Mumbai on the provisions of CCS (Conduct) Rules 1964. She threw light on many important aspects of the rules. Our revered Director Madam Usha Aswath Iyer also joined the session and made it more lively by clarifying issues on tuition, dress- code empathy and punctuality of teachers, which made the participants actively involved in the session.

After the tea break, we had a session on communication skills taken by Mr. Eugin, T A ,ZIET, Mumbai. Though communication is a common topic, it was taught differently. The different ways of communication was explained. Certain types of communication which we do not pay much attention in our day today life were highlighted. Really it was an eye opener.

In the post lunch session, demo classes were taken by the participants. After the tea break, there was group work . With that ,the day's work came to an end.

24/05/2017

DAY 8 REPORT

The day started with morning assembly hosted by Koontz O'Donnel group. Assembly program was as per schedule which included prayer, thought for the day, news, quiz and special item which was based on patriotism and social service. Mr.S.K. Singhal Trainee associate of ZIET Mumbai provided feed back and commented on the quality of the assembly program.

After the assembly Mrs.Sunita Marker, one of the participants took initiative in sharing her slide, showing life skills. Mr. Kishore kumar another participant shared his knowledge of thumb rule – which helps to judge whether an individual is sufficiently insured with a formula, which he explained to the participants.

Morning session started with a class on tally by an expert Mr.Vikas Tripathi, who took efforts to explain the details of tally software and the same was demonstrated in the class. After the tea break, the session resumed in the computer lab to give the participants hands on experience on Tally software. Participants took high interest in equipping themselves with the Tally ERP 9 and the preparation of ledger accounts of company and generating reports.

Post lunch session witnessed active presentation of demo classes by 10 participants in two groups by putting in immense effort to prove their mettle. Roleplay, slideshows and lectures were being adopted in presenting the demo lessons. Participants were provided feedback by the Director, Associate Director and Resource persons from time to time.

The day came to an end when all the participants completed their demo lessons successfully. They happily parted with a sigh of relief.

25/05/2017

DAY 9 REPORT

BY F.W. TAYLOR GROUP

The day started with morning assembly programme Presented by Henry Fayol Group. The Highlights of morning assembly programme, is the poem sang by Mr. Nagarajan in Tamil was really heart touching for each and every participants. Dr. Neeraj Saraswat, resource person appreciated the morning assembly programme.

After a small break, Mr. Ashish Saraswat F.O. R.O. Mumbai, narrated personal claims like children education allowance, T.A. & D.A. with live examples. All the participants actively participated by raising different types of questions and all of them got clarification from Ashish Saraswat. He also suggested book of Bahari Brothers for enrichment of knowledge. Sh. Narsimham A.C. R.O. Mumbai witnessed this session completely and he also clarify the doubts of the participants then and there.

After the tea break there was a session on communication skills presented by Eugin D Leen, he mesmerized the participants with his live examples. He explained the listing skills with PPT and three activities among the participants on the concepts of listening skills. He also narrated the points for the importance of listing skills among the students. He again suggested teacher to go through podcast to improve listing skills.

After the lunch break, our course director Ms. Usha Aswath Iyer instructed the participants about seminar. She explained standards required for the seminar in detail. All the participants noted the instructions given by the Director and dispersed towards computer Lab for group work.

All the participants were busy in preparing the materials of seminars till 4.00 P.M. After the tea break all the participants went to computer lab and discussed about seminar as per the topic given to them. All the group leaders submitted soft copy to the resource person and got hard copy from the resource person.

In this way the day 9 was ended with full enthusiasm.

26/05/2017

DAY 10 REPORT

Yesterday's morning assembly was conducted by F.W. Taylor group. The day started with prayer song. Later Mr. Venkat Ramana gave detailed news followed by Mr. Appa who conducted a quiz on the line of the TV show KBC. Later the team performed a skit on national integration towards unity and diversity followed by a video of silent national anthem by specially-abled children.

The morning session had a wonderful lecture on AEP by Mrs Radha Subramaniam on the topic of understanding substance/drug misuse. She also explained about the use, misuse and abuse of drugs. Later she asked participants to conduct many activities like a skit on positive and negative peer pressure. The male participants performed an excellent skit on positive peer pressure. Simultaneously the female group performed a skit on negative peer pressure which was enacted very well.

Madam Radha Subramaniam continued her lecture about various drugs misused by adolescents and the diseases caused like tongue cancer etc. She elaborated the vital role of parents, teachers, citizens and the government in shaping the children at this crucial stage of adolescence.

After the tea break, Dr. Niraj Saraswat (resource person) took a session on non-profit organisations. He explained about various NPOs like schools, colleges, hospitals, trusts, consideration, rendering services toward social, educational, religious/charitable purposes etc.

Then he moved to receipts & payment account, income & expenditure account and balance sheet. Later he explained how to prepare subscription a/c, stationary a/c, legacy, donation and grant etc.

The session resumed after lunch break. The groups had prepared materiel on allotted topics and the seminar began with the first group i.e.

Name of the group	Topic
Henri Fayol	Corporate social responsibility
F.W. Taylor	Customer focus in new business culture
Peter F. Drucker	Product brand and services
Mary Parker	Brand transition
Abraham Maslow	Entrepreneurship in globalising economy
J.K. Mehta	Public private partnership
Koons O Donal	How does money multiply

Each of these groups tried to outdo others. Different questions were asked by trainees and the respective groups answered the queries. When the class was called off, all the participants showed a sigh of relief and dispersed.

Thank you.

27/05/2017

DAY 11 REPORT

Report of Day 11, 27/05/2017 started with the morning assembly hosted by Peter F Drucker group. Assembly Programme included thought for the day, news, quiz and two special items. Special item was about the biography of Peter F Drucker and other complementary special item was a Tamil song sung by Paran Jyothi Sir. Associate Course Director Mr. Prakash Gajbiye appreciated the team members for their commendable performance.

Feedback of seminar was provided by the esteemed members of ZIET Mumbai. Mr.S K Singhal, Training Associate of ZIET Mumbai expressed his views in detail regarding the quality of seminar presented by the seven groups. He suggested areas of improvement and certain areas which were overlooked by all the groups. Dr. Niraj Saraswath , resource person and Associate Course Director Mr Prakash Gajbiye had also expressed his views and suggested tips which could have been included to make seminars effective.

Our Course Director and Director ZIET Mumbai madam Usha Aswath Iyer appreciated each and every participant for having taken a new task. Madam expressed the facts like preparations of script,

number of times to be read out before presentation, time management and equal allocation of task among the group members. Madam ensured that every participant had put in their best.

Soon after this post test was held. Participants engaged themselves in answering question paper and submitted on time.

After the tea break the session resumed for communication skills. Mr Eugin D Leen, Training Associate, ZIET Mumbai dealt the class in a different manner including lot of activities, enactment to show what extent body languages can speak.

During the post lunch session, participants assembled in the computer lab for online quizzing which was again a part of group work. All the participants got an opportunity to explore a new way of teaching students through online quiz. Group members compiled their half done work and linked it to www.quizizz.com. Every participant had a sense of gratitude to Mr. S K Singhal who took initiative in educating every teacher to take up a challenging task. The day came to an end when participants were counting hours to part.

28/05/2017

DAY 12 REPORT

The day started with the assembly conducted by Mary Parker Follet Group. Assembly started with the prayer sung by one of the member of the group, followed by thought and an exemplary online quiz. Special item was 'Bhajan' which was sung by a senior member.

After the assembly the very interesting and an informative class was taken up by Director ZIET Mumbai on POCSO Act 2012. Participants actively participated and clarified their doubts. After the tea break the session resumed for a class taken up by associate course Director Mr. Prakash Gajbiyye. Topic under discussion was staffing, a very lively session with participants' enthusiasm and interaction. Post lunch session was the valedictory function. The participants expressed their views about 12 day inservice course .

समूह विभाजन एवं समूह कार्य

KVS ZIET Mumbai

In-Service course for PGT Commerce (I-spell) 17 to 28th May 2017

Group Members

Name of Group	Name of Member	K.V.	Designation in Group
HENRY FAYOL	MR. G NAGARAJAN	NO.1, TRICHY	Group Leader
	R LATHA	BEGUMPET	Deputy Group Leader
	MR.R.JOHN	PATTOM S-I	Member
	MRS. A. MADHAVI	ANNANAGAR	Member
	SMT. K P SANGEETHA NAIR	MALAPPURAM	Member
F.W. TAYLOR	MR. P. VENKATA RAMANA	GACHIBOWLI	Group Leader
	MR.MUHAMMED NIZAR	KV NO.2, NAVAL BASE, KOCHI	Deputy Group Leader
	MR. ANURUDDHA KUMAR	PANCHGRAM	Member
	MR. BARUN KUMAR PANDEY	BACHELI	Member
	MR. APPA D. AVAGHADE	AECS JADUGUDA	Member
PETER F. DRUCKER	MS. NISHA	IIT POWAI	Group Leader
	Mr. Dilip Sonale	Thane	Deputy Group Leader
	Mr. N. Paranjothi	AECS	Member
	Mr. K. Thomas	SVN KV-2	Member
	Ms. Preethasreekumar	NPA	Member
MARY PARKER FOLLETT	Mrs. Jamuna V.S	Pattom Shift-2	Group Leader
	Mrs. Nisha N.P.	AFS Trivendram	Deputy Group Leader
	Mr. Kishore Kumar	AECS	Member
	Mr. Shivalal Chaudhary	No.2 AFS Jodhpur	Member
	Mr. Duli chand meena	No.5 Jaipur	Member
	Mrs. Suman Meena	No.3 Jaipur	Member
ABRAHAM MASLOW	Mrs. Sudha K.R.	Thrissur	Group Leader
	Mr. Amit Chaurasiya	Karimganj	Deputy Group Leader
	Mrs. Archana	AECS	Member
	Mrs. Sunita Marker	No.1 Surat	Member
	Mr. Jubin Dharmajan	NTPC Ramagundam	Member
	Mr. Pankaj Verma	Katihar	Member
J.K. MEHTA	Mr. Anjani Kumar	No.1 Bikaner	Group Leader
	Mrs. Lalini R	Tambaram	Deputy Group Leader
	Mr. Gangaram Hembram	Sevoke road	Member
	Mrs. Soja P	Payyanur	Member
	Mr. Jayakrishnan M	Donimalai	Member
KOONTZ & O'Donnell	Mrs. Usha Kiran	Kankarbag Patna	Group Leader
	Mr. Abdul salam	Sulur	Deputy Group Leader
	Mrs. Glory ganaselvi	M.G. Railway	Member
	Mrs. Seema Menaria	Banswara	Member
	Mr. P.K. Pathak	No.2 AFS Pune	Member

समूह कार्य

KVS ZIET Mumbai

In-Service course for PGT Commerce (I-spell) 17 to 28th May 2017

GROUP WORK ASSIGNMENT

Name of Group work : Chapter wise Short answer type questions

Date of Submission : 21/05/ 2017

Name of Group	Henry Fayol	Fredrick Winslow Taylor	Peter F Drucker	Mary Parker Follett	Abraham Maslow	J.K. Mehta	Koontz & O'Donnell
Group Work Topic	Nature & Significance of Management & Cash flow statement	Principles of Management & Ratio Analysis	Business Environment, Planning & Fundamentals of Partnership	Organizing & Admission of partner	Staffing & Dissolution of Firm	Directing & Issue of shares	Marketing Management & Redemption of debentures
Note	Type of questions : MCQ, Fill in the blanks, Scrambled words, True/False (No theory type Q.)						

Name of Group work : Seminar preparation and Presentation

Name of Group	Henry Fayol	Fredrick Winslow Taylor	Peter F Drucker	Mary Parker Follett	Abraham Maslow	J.K. Mehta	Koontz & O'Donnell
Seminar Topic	Corporate social Responsibility	Customer Focus in new business culture	Product branding and services	Brand Transition	Entrepreneurship in globalizing economy	Public private partnership for infrastructural growth	How money get multiplied
Note	Seminar will be presented on 23/05/2017						

Name of Group work : Online Quiz

Date of Submission : 27/05/2017

Name of Group	Henry Fayol	Fredrick Winslow Taylor	Peter F Drucker	Mary Parker Follett	Abraham Maslow	J.K. Mehta	Koontz & O'Donnell
Group Work Topic	Nature & Significance of Management & Cash flow statement	Principles of Management & Ratio Analysis	Business Environment, Planning & Fundamentals of Partnership	Organizing & Admission of partner	Staffing & Dissolution of Firm	Directing & Issue of shares	Marketing Management & Redemption of debentures
Note	Questions prepared under Group work No.1 will be taken for the preparation of online quiz .						

अतिथि वक्ताओं की सूची एवं उनके द्वारा लिए गये सत्रों का विवरण एवं संपर्कसूत्र

क्र.सं.	अतिथि वक्ता का नाम	सत्र लेने का दिनांक	लिए गए सत्रों की संख्या एवं विवरण	सम्पर्क सूत्र
1.	श्री एस.के. सिंह	18/05/2017	01, योग	9869372821
2.	श्री समीर संघवी	20/05/2017	02, कम्पनी अधिनियम 2013 एवं रोकड़ प्रवाह विवरण	9821009143
3.	श्री राममोहन भावे	22/05/2017	01, लेखांकन मानक एवं आय.एफ.आर.एस.	9167446744
4.	श्री दिनेश पटेल	22/05/2017	01, कम्प्यूटरीकृत लेखे	9969658376
5.	श्री विकास त्रिपाठी	24/05/2017	टैली	8828097569
6.	श्री आशीष सारस्वत	25/05/2017	व्यक्तिगत दावे	9873789109



प्रादर्श पाठ प्रस्तुतिकरण (DEMO LESSON)

S.N.	Name of Participant	Name of K.V.	Region	Topic	Date for Demo lesson
1.	MRS. SUNITA D. MARKER	NO. 1 ICHHANATH SURAT	AHMEDABAD	Ratio Analysis	20/05/2017
2.	MR.JAYAKRISHANAN.M	DONIMALAI	BANGALORE	Planning	20/05/2017
3.	MRS.GLORY GNANASELVI	MG RAILWAY	BANGALORE	Bank Reconciliation statement	20/05/2017
4.	K. THOMAS	NO.2, SVN VIZAG	BHUBANESWAR	Accounts from incomplete records	20/05/2017
5.	MR. G NAGARAJAN	NO.1, TRICHY	CHENNAI	Partnership accounts (Past adjustments)	20/05/2017
6.	MR.ABDUL SALAM	AFS SULUR	CHENNAI	Partnership accounts (Dissolution)	20/05/2017
7.	JAMUNA V S	PATTOM SHIFT II	ERNAKULAM	Company accounts (Forfeiture of shares)	20/05/2017
8.	SMT. NISHA NP	KV AFS TRIVANDRUM	ERNAKULAM	Ratio analysis	20/05/2017
9.	MR.R.JOHN	PATTOM S-I	ERNAKULAM	Company accounts: issue of debentures	21/05/2017
10.	SMT. K P SANGEETHA NAIR	MALAPPURAM	ERNAKULAM	Project work in accountancy	21/05/2017
11.	MRS. KR SUDHA	THRISSUR	ERNAKULAM	Forms of business organisations	21/05/2017
12.	MR.MUHAMMED NIZAR	KV NO.2, NAVAL BASE, KOCHI	ERNAKULAM	Partnership accounts : Retirement	21/05/2017
13.	MRS. SOJA CP	PAYYANUR	ERNAKULAM	Organising	21/05/2017
14.	MR. GANGARAM HEMBRAM	SEVOKE ROAD	GUWAHATI	Ratio analysis	21/05/2017
15.	R LATHA	BEGUMPET	HYDERABAD	Bills of exchange	21/05/2017
16.	JUBIN DHARMAJAN	NTPC RAMAGUNDAM	HYDERABAD	Formation of a company	21/05/2017
17.	PREETA SREE KUMAR	NPA SHIVRAMPALLY	HYDERABAD	Company accounts : redemption of debentures	22/05/2017

18.	MRS. SEEMA MENARIA	BANSWARA	JAIPUR	Cash book	22/05/2017
19.	MR ANJANI KUMAR	NO.1 BIKANER	JAIPUR	Financial management	22/05/2017
20.	SUMAN MEENA	NO. 3 JAIPUR	JAIPUR	NPO (Theory base)	22/05/2017
21.	SH.DULI CHAND MEENA	KV NO.5,(1ST SHIFT) JAIPUR	JAIPUR	Project work in business studies	22/05/2017
22.	SH SHIV LAL CHOUDHARY	KV NO.2 AFS JODHPUR	JAIPUR	Common sized and comparative statements	22/05/2017
23.	DEELIP SONALE	AFS SHIFT - I	MUMBAI	Staffing	22/05/2017
24.	MS. NISHA	IIT POWAI	MUMBAI	Partnership accounts :Death	22/05/2017
25.	PAWAN K PATHAK	NO.2 AFS PUNE-32	MUMBAI	NPO (Financial statements)	23/05/2017
26.	SMT. USHA KIRAN	KANKARBAGH PATNA (FS)	PATNA	Directing	23/05/2017
27.	SH PAKAJ VERMA	KATIHAR	PATNA	Marketing management	23/05/2017
28.	MR. BARUN KUMAR PANDEY	BACHELI	RAIPUR	Partnership accounts : Admission	23/05/2017
29.	AMIT CHAURASIYA	KARIMGANJ	SILCHAR	Principles of management	23/05/2017
30.	MR. ANURUDDHA KUMAR	PANCHGRAM	SILCHAR	Consumer protection	23/05/2017
31.	MR. P. VENKATA RAMANA	GACHIBOWLI	HYDERABAD	Sources of business finance	23/05/2017
32.	MRS. A. MADHAVI	ANNANAGAR	CHENNAI	Organising	23/05/2017
33.	MRS. LALINI R	NO.2 AFS TAMBARAM	CHENNAI	Depreciation	24/05/2017
34.	MR. N. PARANJYOTI	AECS KAIGA	AECS	Fayol's principles of management	24/05/2017
35.	MRS. ARCHANA R.G.	AECS RBT	AECS	Controlling	24/05/2017
36.	MR. KISHOR KUMAR	AECS NARORA	AECS	Trading on equity	24/05/2017
37.	MR. APPA D. AVAGHADE	AECS JADUGUDA	AECS	Issue of shares	24/05/2017

(AEP) Ideal Learning space : Ms. Usha Aswath Iyer

Director ZIET , Mumbai

WEAVING AN IDEAL LEARNING SPACE

With the advent of constructivism, many changes have come into the teaching learning space. Use of activities in the class room, allowing students to ‘do’, to see, to create are ideas that have found a vast acceptance in schools, especially in primary classes. However the picture changes once we step into the middle and secondary sections. Here we find that the traditional method of teaching with the teacher as the focal point and students usually captive listeners is still the norm.

Can the AEP programme help us to become better teachers?

Weaving an Ideal Learning Space opens up our minds and hearts towards the adolescent learner, who is growing, changing, wants to try out his wings but still needs a safety net around.

The first important point is to find out what are the qualities of an adolescent. He is curious, imaginative, eager to try new things, more interested in his peers than adults. He wants to challenge many set norms, but at the same time wants to conform to his friends ideas. He wants love and recognition, acceptance and encouragement. The film, ‘Class of Rowdies’ amply demonstrates all these aspects of an adolescent.

The first point for the teacher to remember is that the adolescent is but another student with different needs and desires. Don’t give up on him and reject him. Give him the opportunity to show his talents and abilities. Praise him truthfully. Allow him to work with his classmates. Link his interests and likes with the demands of the syllabus. Your positive reinforcement will bring about a change even in the students’ attitude. They will learn to support each other, accept each other and form friendships which will extend into the future.

The teacher’s role is very important here. His acceptance of all his students, his praise and guidance, his empathy will not only strengthen the personal bonds with the students, but will remain lifelong guidelines as the students step out into the real world.

The teacher has to move from 'Chalk and Duster' to being a facilitator, a motivator. The work assigned to the students should be based on the text but allow the students to tap their inner potential and handle the many experiences that come his way through problem solving, negotiating, critical thinking and creative thinking. The tasks assigned should also relate to the world around him, its problems so that he develops an attitude of caring and sharing.

Key Elements of an Ideal Learning space:

- a) The environment is safe, non-judgmental and non-threatening
- b) There is freedom of thought and ideas
- c) The boundaries between school and larger society are porous and there is free flow of ideas
- d) Curiosity and questioning are encouraged
- e) Experiential learning is emphasized
- f) Diversity and an inclusive environment are valued
- g) Learning is centered on the learners
- h) Ownership, Co-creation are the responsibility of both teachers and students
- i) Empathy, healing and social support are extended and students are encouraged for their efforts.

Effective Communication Skills

By Eugin Dellas Leen
PGT English
ZIET, Mumbai.

Everyone uses communication skills. We use them at home with our families, in the workplace with our bosses and co-workers, on our computers when we answer email, and on the telephone for various purposes. People send us messages in every interpersonal communication encounter. Those messages can be explicit (verbal comments) or implicit (nonverbal facial expressions, other body language, and physical space).

DEFINITION OF COMMUNICATION

Communication can be defined in many ways. In simple terms communication is:

- Information transmitted
- A verbal or nonverbal message
- A process by which information is exchanged between individuals through a common system of symbols, signs, or behavior

KEY ELEMENTS IN COMMUNICATION

There are three key elements in the communication process. They are:

- You
- Your audience
- Your message

YOU bring professional experience and education and training to the communication process. In order to be an effective communicator, you need to know who your AUDIENCE is. If your audience is a student, then you can talk effectively about various subjects. If your audience is the public, you need to switch from academic jargon to "plain English." The principles of effective interpersonal communication are the same whether your "audience" is one person, ten people, or one thousand.

The MESSAGE element is equally important. What do you want to say? What is the best way to communicate the message? There is a basic rule used by journalists for writing a newspaper story that can help you focus your message. A well-written story should contain the who, what, when, where, why, and how of the story in the first paragraph or two. If it does not, it will not hold our attention.

The same principle applies to your message in the process of interpersonal communication. If you do not let your audience know quickly the who, what, when, where, why, and how of your message, you risk their losing interest, being inattentive, and tuning out. Therefore, whether spoken or unspoken, messages should contain most of these elements.

COMMUNICATION TOOLS

There are four basic communication tools:

- Listening
- Speaking
- Reading
- Writing

All four of these basic tools can be learned and improved. First, you must want to improve your communication skills. Next, you must understand them, and recognize their importance in the communication process. Then, you need to learn some new skills. Finally, you must practice good skills to become a better, more effective communicator.

At an early age we begin to learn to speak, early enough that it is difficult to remember the process. However, most of us can recall learning to read and write. These are skills we learn from parents and teachers. We spend most of our communication time listening. Yet, listening is a skill we are not taught, unlike writing, reading, and speaking. Probably, listening is the most important communication skill we can develop.

HOW WE GET AND USE INFORMATION

How much information we retain in the communication process depends on many factors. It is important for each of us to recognize how we learn best. Do we remember most of what we read? Most of what we hear? Do we learn more if someone shows us?

Typically, we retain information at these rates:

10 percent of what we read

20 percent of what we hear

30 percent of what we see

50 percent of what we see and hear

70 percent of what we see and discuss

90 percent of what we do

Another way to think about how we retain information is this adage:

Tell me and I will probably forget,

Show me and I might remember,

Involve me and I will learn.

NONVERBAL COMMUNICATION

Nonverbal communication is behavior, other than spoken or written communication, that creates or represents meaning. In other words, it includes facial expressions, body movements, and gestures. Nonverbal communication is talking without speaking a word. It is very effective, may be even more so than speech. Some sources say that it may be 60 to 78% of communication between people. In other words, nonverbal communication may be the most important part of communicating with other people. Remember the saying, “Actions speak louder than words.”

You may be surprised to know that not only humans respond to this kind of communication. If you have a pet, especially a dog, it may follow directions and respond to hand and body movements more than your words. Dogs will even get confused if you say “sit” but give the hand motion that you usually use for “stay”.

There are *two main types* of nonverbal communication. *Body language* is the first. Body language is body movements that depend on a person’s attitude or feelings. Body language includes the way people walk, how they stand, and their facial features. In other words, any kind of meaning that is shown by a person's body attitude or movements. For example, when a boy is sad he may droop his head and walk slowly. Or, if a girl is happy, she might run and jump or stand up straight and put her hands in the air. People don't have to say anything to show how they feel about things. Body language can be voluntary (on purpose) or

involuntary (a person can't help it). An interesting fact is that blind children will smile when happy even though they have never seen a smile.

The next main type of nonverbal communication is *gestures*. Gestures are communications like facial expressions, hand signals, eye gazing, and body postures. Examples include smiles, handshakes, waving, and raising certain fingers to say something.

SPACE

In order to communicate effectively with people, whether in our own culture or in others less familiar, we need to understand accepted boundaries. The use of space between people who are communicating has been studied extensively. Here is a brief description of how we use space in the communication process:

Public space ranges from 12 to 25 feet and is the distance maintained between the audience and a speaker, such as the President and reporters at a press conference, or a professor and students in a classroom.

Social space ranges from 4 to 12 feet and is used for communication among business associates, as well as to separate strangers using public areas such as beaches and bus stops.

Personal space ranges from 2 to 4 feet and is used among friends and family members, and to separate people waiting in lines at teller machines or fast food vendors for example.

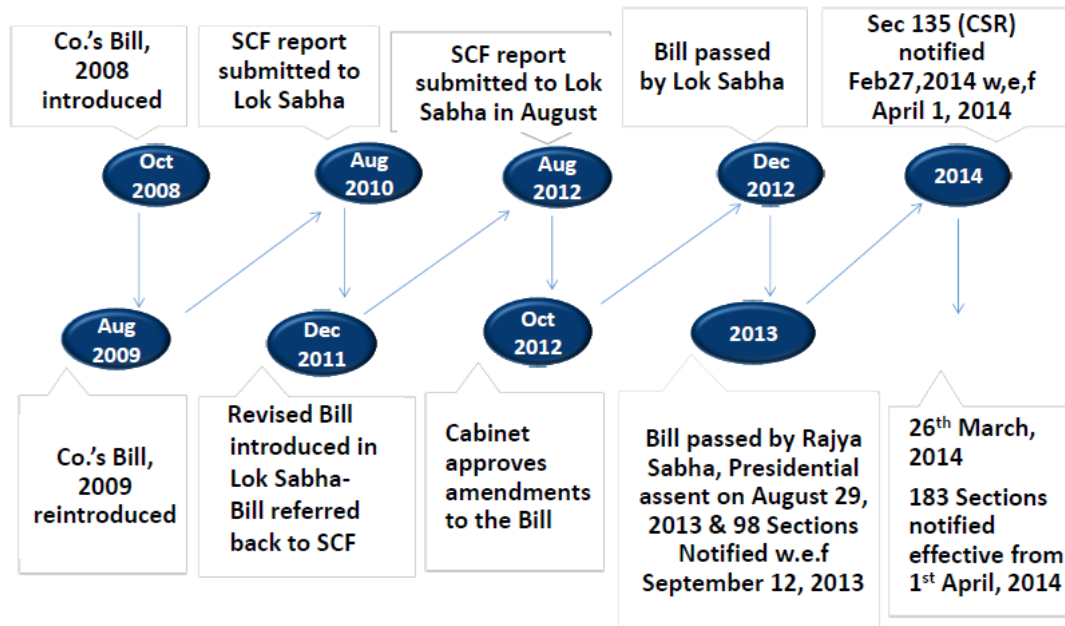
Intimate space ranges out to one foot and involves a high probability of touching, as in whispering and embracing. We reserve intimate space for parents, our children, spouses, and close friends.

Use of public, social, personal, and intimate space is interesting to observe in all cultures.

Companies Act 2013 and Cash flow statement

Mr. Sameer Sanghavi Chartered accountant

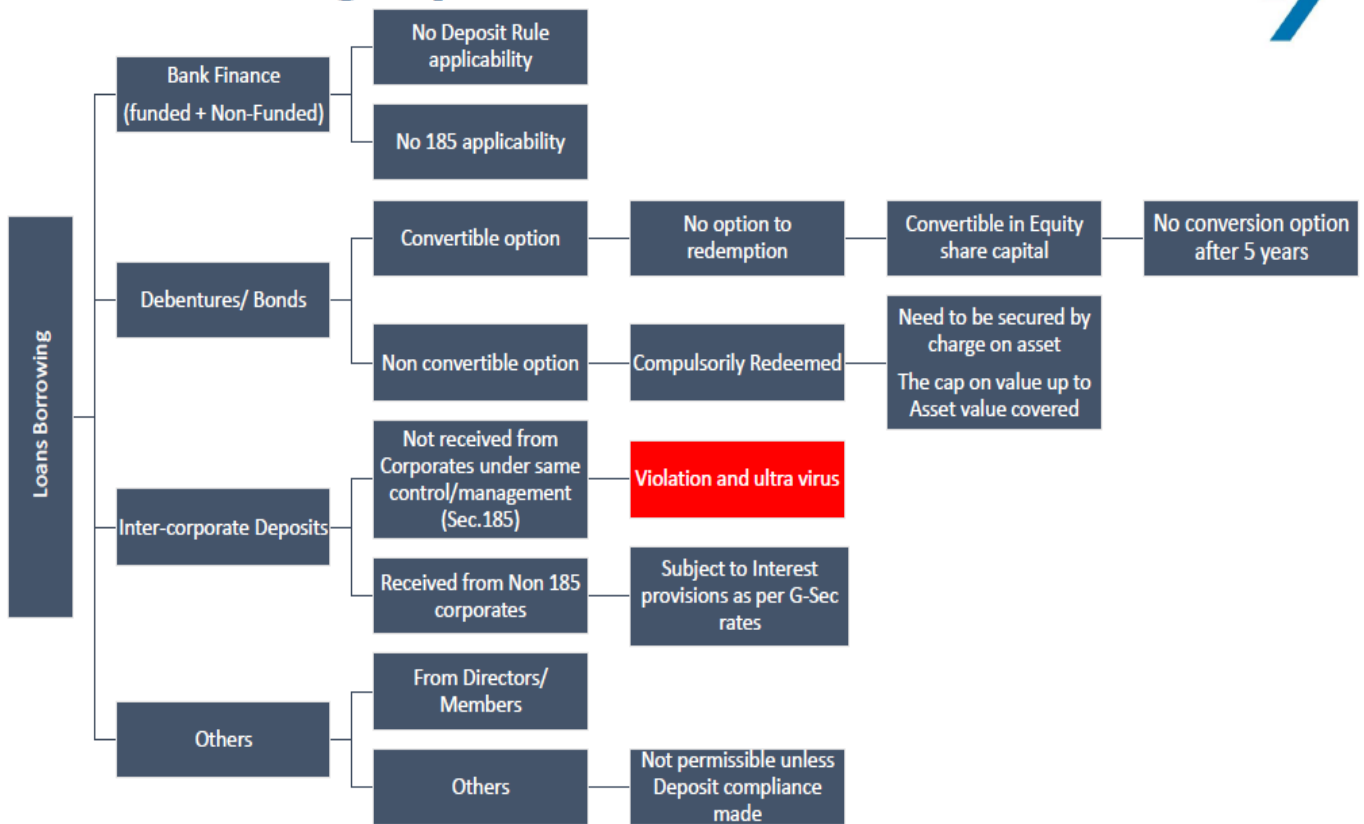
Roadmap of Companies Act



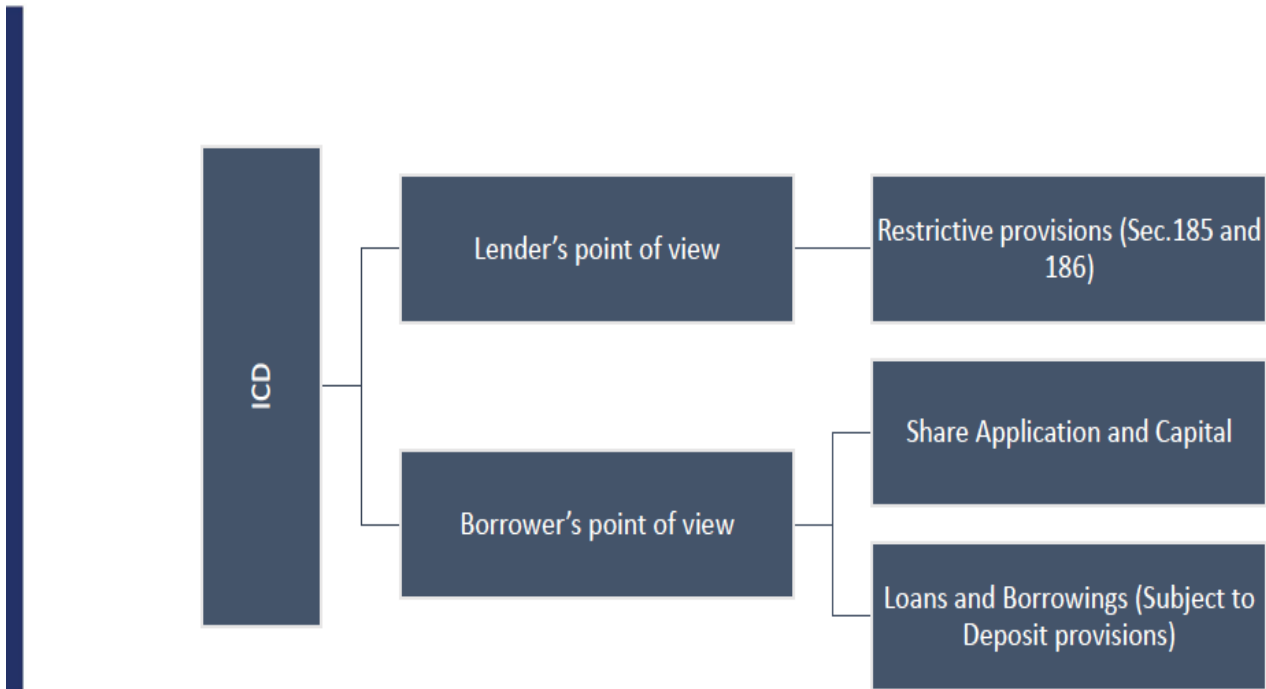
Major amendment and their effect on preparation of Balance Sheet

Major Amendment	Impact on cash flow
Mandatory CSR	Yes
Restriction on Inter Corporate Loans/Investments and Guarantee (Sec.186)	Yes
Changes in Depreciation Provisions	No
No restriction on declaration of dividend	No
Shares other than sweat equity shares cannot be issued at discount	Yes
Stringent conditions prescribed for deposit from members (Sec.73)	Yes
No provision for giving loan to directors and interested person (Sec 185)	Yes
Restriction on Non-cash transaction involving directors (Sec.192)	No
Loan and investment by Company (Sec 186)	Yes

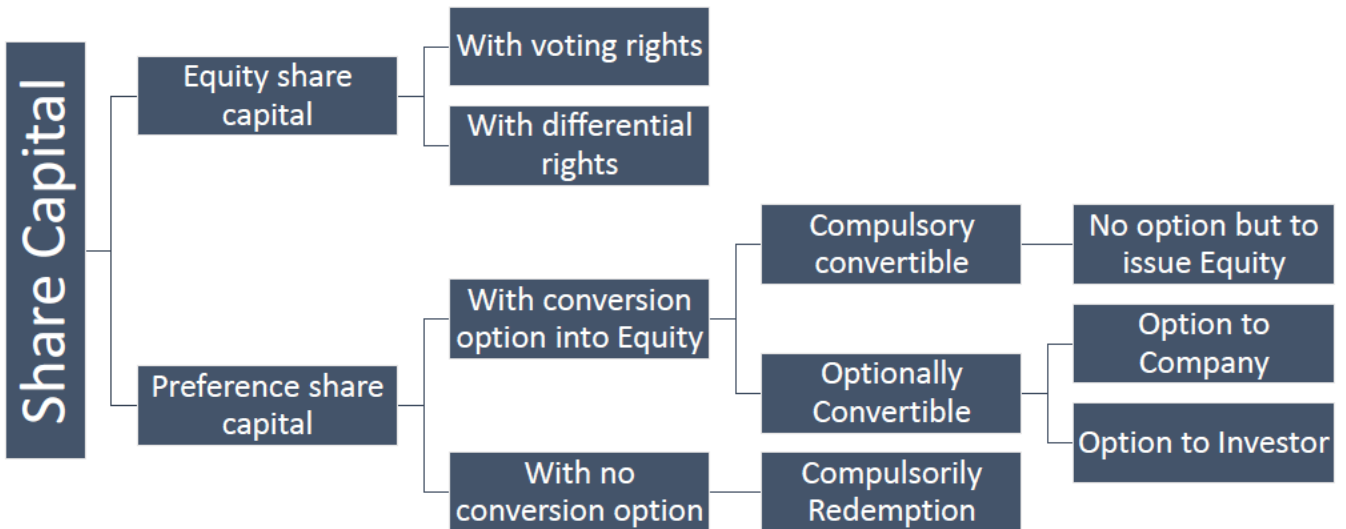
Borrowing options



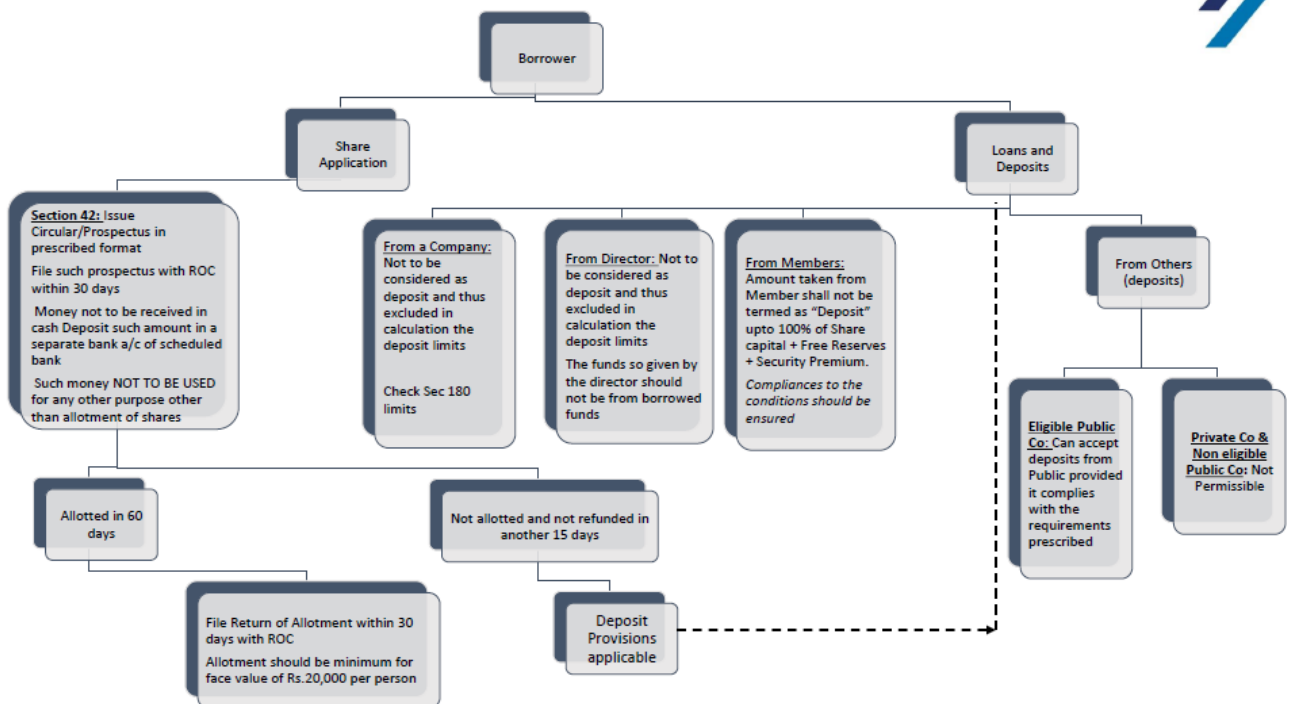
Macro overview of provision related to funding



Capital Options



Overview of applicable provision for funding compliances



Other compliances



- DRR will be 25% of the value of debentures
- DRR will be created on or before 30 April each year
- Not less than 15% of the amount of debentures maturing during the financial year shall be invested in following manner-
 - Deposit in any schedule bank (free from any charge and lien)
 - Un-encumbered securities of central Govt. or state Govt.
 - Un-encumbered securities mentioned in sub-clause (a) to (d) and (ee) of section 20 of Indian Trust Act, 1882
- At any point during the year, amount invested or deposited shall not be less than 15% of the debenture maturing during the year.
- In case of partly convertible debentures, DRR shall be created only for non convertible portion.



Redemption of Debentures

- Debenture redemption reserves (DRR) to be created in the books.
- Amount will be transferred to DRR from profits available for dividend.
- Amount transferred to DRR shall not be utilized for any other purpose other than redemption of debentures.
- DRR will be 25% of the value of debentures
- In case of any default (non payment of interest or fail to redeem debenture), Tribunal may direct to companies to redeem the debentures.

Loan and Investment by Company (Sec.186)



Restriction

- On investment through not more than 2 layers of investment companies (with certain exceptions)
- On loan to any person or body corporate
- On guarantee given for the loan taken by any other person or body corporate
- Acquisition of securities of any body corporate exceeding
 - 60% of paid up share capital + free reserves + Security premium or
 - 100% of free reserves + Security premium (whichever is more)
- No loan shall be given at the rate lower than specified interest rate (G Sec rates)

Exception (for points 1 to 4 above)

- Prior approval in general meeting by way of special resolution

Restriction on loan to directors etc. (Sec-185)



Restriction

- No loan and advance can be given to director or 'any person in whom director is interested'

Applicability

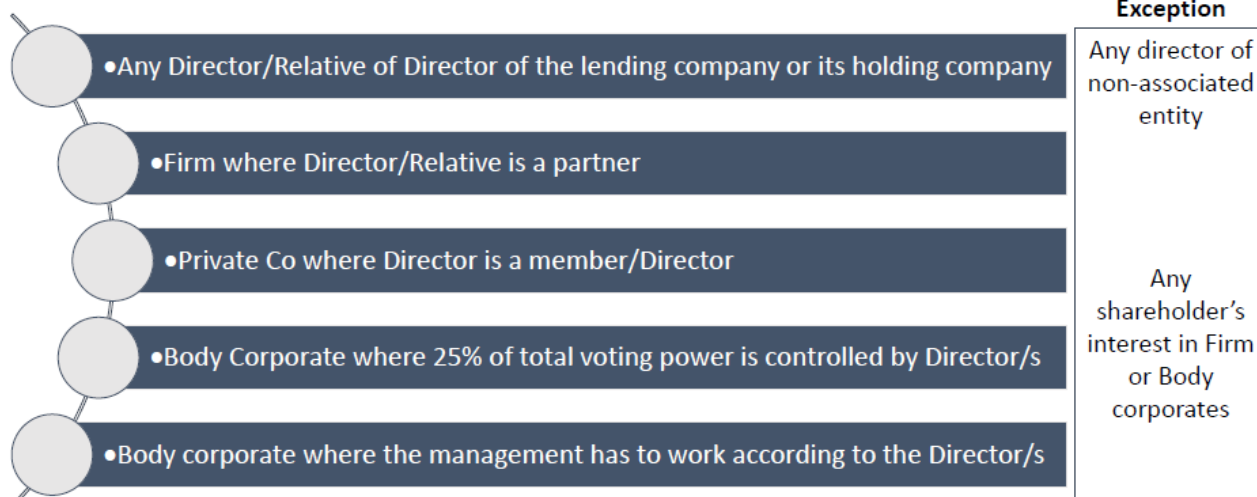
- All companies including loan provider and loan receiver except a case where cumulatively all following conditions are satisfied-
 - In whose share capital no other body corporate has invested AND
 - Borrowing from banks or FI or body corporate is less than twice of paid up share capital or 50 crore rupees, whichever is lower AND
 - Such a company has no default in repayment of such borrowings

Exception

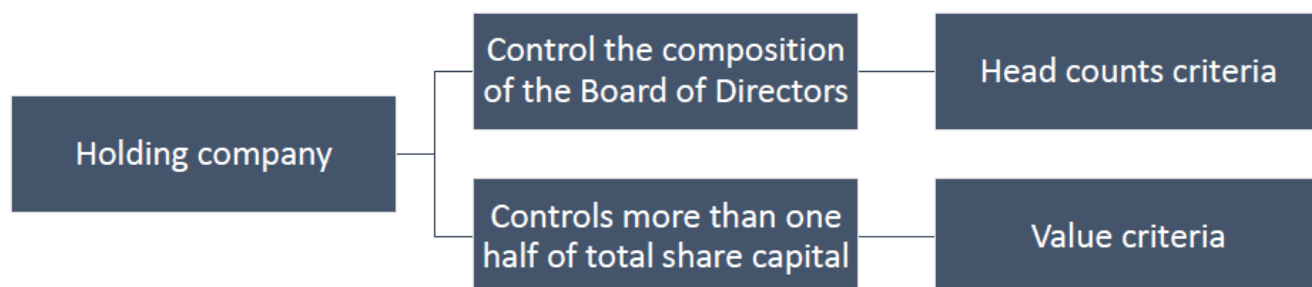
- Loan given to MD or WTD subject to certain condition
- Loan etc. given in ordinary course of its business
- Loan/guarantee given by holding company to its wholly owned subsidiary (WOS)
- Guarantee given by Holding Company in relation to receipt of Loan by Subsidiary Company from Banks/ FIs.



Any person in whom director is interested



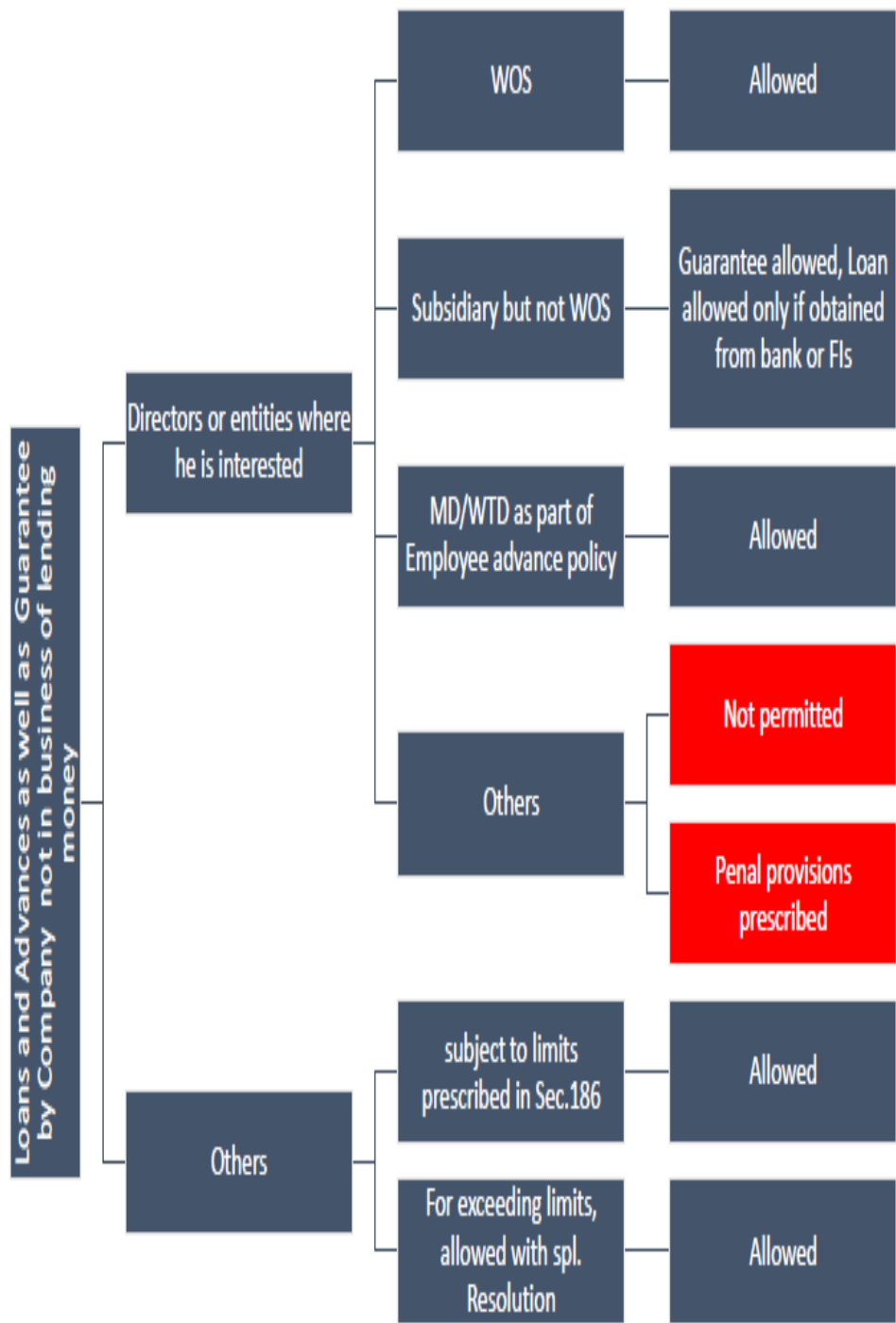
Subsidiary Company



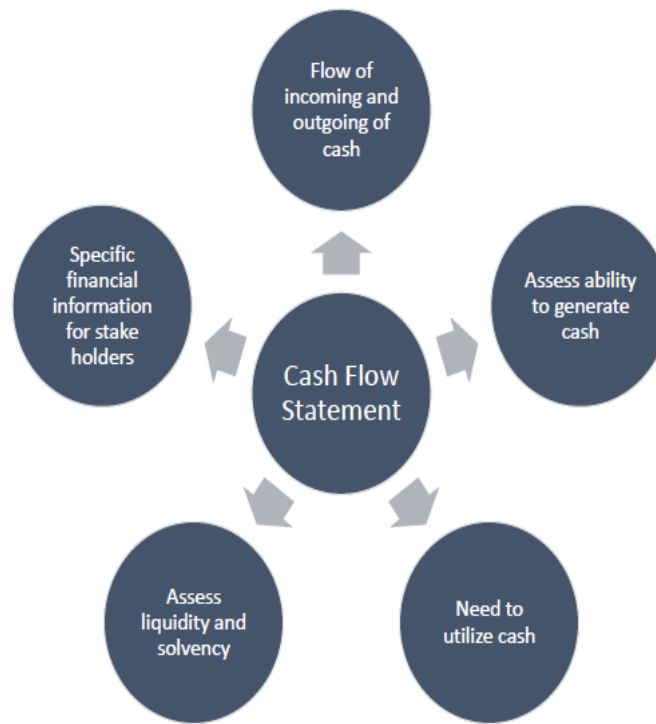
Total share capital means-

- 1- paid equity share capital
- 2- convertible preference share capital

Combined analysis



Introduction



Applicability



As per Companies Act, 2013, Cash Flow Statement is not required to be prepared

- One person company
- Small company
- Dormant company

As per AS 3, Cash Flow Statement is not required to be prepared

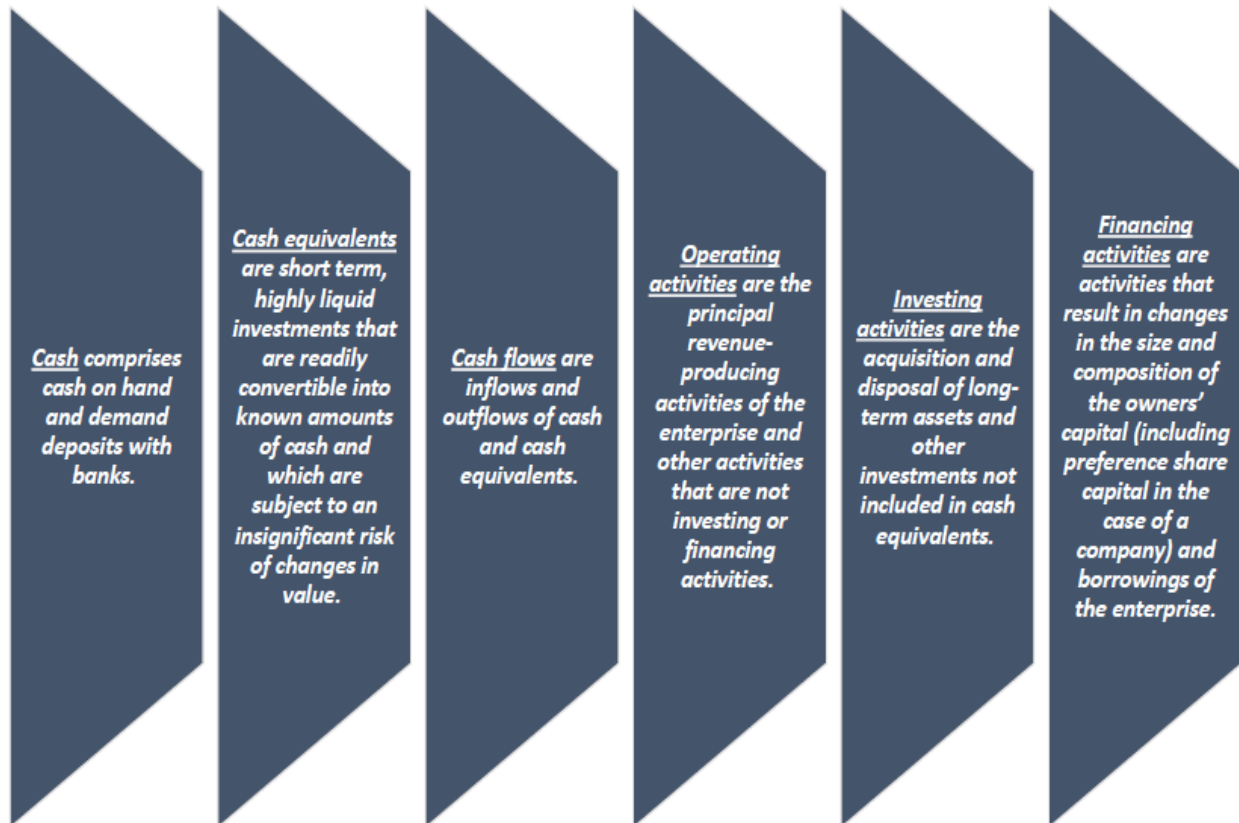
- Small and medium size companies
- Non-corporate entities falling in Level II and Level III

Small Companies- Paid share capital is less than or equal to Rs. 50 Lakhs **and** Turnover does not exceed Rs. 2 Crores.

Dormant company- 1- A company which is formed to hold an asset and has no significant accounting transaction.

- 2- Inactive companies (not carrying any operation or no significant transaction during last 2 financial years or has not filed financial statement and annual returns during last 2 financial years.

Definitions



Cash and Cash Equivalents

- Cash Equivalents
 - Held for meeting short term commitments
 - It is readily convertible into known amounts of cash
 - It has a very insignificant risk
 - Short maturity (say 3 months maximum)
- Cash flows exclude
 - Movements between cash and cash equivalents
- Cash management includes the investment of excess cash in cash equivalents



Features of cash flow

Operating activities

- These are principal revenue producing activities of the enterprise.
- Examples:
 - Cash receipts from sale of goods / rendering services;
 - Cash receipts from royalties, fees, commissions and other revenue;
 - Cash payments to suppliers of goods and service;
 - Cash payments to and on behalf of employees.

Investing activities

- The activities of acquisition and disposal of long term assets and other investments not included in cash equivalent are investing activities.
- It includes making and collecting loans, acquiring and disposal of debt and equity instruments, property and fixed assets etc.
- Examples of cash flows arising from investing activities are as follows:
 - Cash payments to acquire fixed assets
 - Cash receipts from disposal of fixed assets
 - Cash payments to acquire shares, warrants or debt instruments of other enterprises and interest in joint ventures
 - Cash receipt from disposal of above investments

Financing activities

- Those activities that result in changes in size and composition of owners capital and borrowing of the organization.
- It includes receipts from issuing shares, debentures, bonds, borrowing and payment of borrowed amount, loan etc.
 - Sale of share
 - Buy back of shares
 - Redemption of preference shares
 - Issue / redemption of debentures
 - Long term loan / payment thereof
 - Dividend / interest paid

Interest

- **Interest Received**
 - Received from investment – it is in investment activities
 - Received from short term investment classified, as cash equivalents should be considered as cash inflows from operating activities.
 - Received on trade advances and operating receivables should be in operating activities
- **Interest Paid**
 - On loans / debts are in financing activities

Dividend

- **Dividend Received**
 - For financial enterprises – in operating activities
 - For other than financial enterprises – in investing activities
- **Dividend Paid**
 - Always classified as financing activities
- Cash flow from dividend should be separately disclosed

Point of discussion

- In which activity, interest on working capital loan/short term loan should be disclosed?
- In which activity dividend reinvestment should be disclosed?
- What is the treatment of capital creditors and capital advances?
- Working capital loan is related to day to day operation of the business hence the interest on the same should be disclosed under Operating Activities.
- Dividend reinvestments is part of investment hence the same is required to be disclosed under Investment Activities.
- Capital creditors or capital advance is pertaining to acquisition of fixed assets hence the same should be adjusted while arriving cash outflow in acquisition of fixed assets.

Disclosures of cash and cash equivalents

- The components of cash and cash equivalents should be disclosed
- Reconciliation of the amount in the cash flow statement with the equivalent items reported in the balance sheet
- The amount of cash and cash equivalent balance held by the enterprises that are not available for use (with explanation by management)

Non-cash transactions

- These should be excluded from the cash flow statement
- These transactions should be disclosed in the financial statements.
- Examples
 - Acquisition of assets by assuming directly related liabilities
 - Acquisition of an enterprise by means of issue of equity shares
 - Conversion of debt to equity

AEP : Substance Abuse

Mrs. Radha Subramanian
T.A. Biology
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I

Adolescence is a time for trying new things.

A teen may abuse substances / drugs for many reasons including;

- curiosity,
- because it feels good,
- to reduce stress,
- to feel grown up,
- to fit in.....

The use of drugs by teenagers is the result of a combination of factors such as peer pressure, curiosity and availability (and or any other reason)

Peer Pressure

Friends are very important for adolescents. They want to be around others who are going through the same experiences that they are.

- **Conformity to peer pressure can be positive or negative. Negative behaviour may include bad language, stealing, vandalization, and making fun of teachers and parents.**
- Other types of peer pressure like conformities to dressing alike and wanting to spend a great deal of time with members of a particular group do not really pose any harm to teenagers.

Negative aspects of peer pressure:

- 1) Teenagers have identified peer pressure as one of the most important risk factors in the use of legal and illegal drugs. Illegal activities and defiance have also been linked to peer pressure.
- 2) **Trouble within peer groups shows negative effects on students, especially girls. It can lead to a decrease of their academic motivation and self-esteem.**
- 3) **Teenagers rejected from their peer group were found to have more truancy, discipline, and dropout problems than non-rejected students.**
- 4) **Gifted children may resort to underachievement in order to appear 'normal' among their peers.**

Some examples of negative peer pressure:

- Pressure to experiment with drugs or drink alcohol.
- Pressure to vandalize public or private property.
- Pressure to steal.
- Pressure to have a physical confrontation with another teen.
- Pressure to have sex before one is ready.

Positive aspects of peer pressure:

1) Peer pressure may be used to reduce drug use among teenagers through drug-prevention programmes. In the same way that teens are pressured to use drugs, they can be pressured not to use drugs.

2) Peer pressure may encourage teenagers to try harder or try positive new experiences, such as trying out for a play or a team if it means that they will be able to have more time and more in common with the friend or group.

3) Friends may use peer pressure to watch out for others that they deeply care about. Peer groups serve as a place to communicate. If one friend is concerned for another, the whole group may become concerned and try to do something about it.

Some examples of positive peer pressure:

- Pressure to follow school or activity group rules.
- Pressure to respect the property of others.
- Pressure to not drink and drive.
- Pressure to join a service group.
- Pressure to get into college.

DRUG

A drug is any substance which, when taken into the body alters its functions physically and/or psychologically (excluding food and water)

Why teach adolescents to abstain from drugs?

RISK FACTORS FOR SUBSTANCE ABUSE AMONG ADOLESCENTS

- **Disbelief and wrong perceptions**
- **Unaware of the consequences**
- **Low self esteem**
- **Depression**

- **Poor psychological well being**
- **Low academic achievements**
- **Home and social environment**

- **ATTITUDES AND VALUES OF PARENTS AND PEER**
- **SUBSTANCE USE BY PARENTS, SIBLINGS AND PEER**
- **EASY ACCESSIBILITY OF DRUGS**
- **INFLUENCE OF ADVERTISEMENTS AND MEDIA**

Smoking / Use of Drugs make the Adolescent to feel :

- **grown up**
- **to take risk and to rebel against authority**
- **to fit into and belong to a particular peer group**
- **to relax and feel good**
- **to satisfy curiosity**

STAGES OF ADOLESCENT SUBSTANCE USE

Addiction- It is the physical dependency on certain drug and alcohol.

other words ,we can say that

It is a Psychological attachment to the certain effect –

- *Such as temporary feeling of well being, Euphoria , pleasure and relaxation associated with cigarettes, drugs and alcohol.*

Substances / Drugs that teens are abusing

- **Tobacco**(Cigarettes, Beedi, chewing tobacco, snuff)
- **Alcohol** (toddy)
- **Substances** : Lime/chunna, zarda, tobacco, ganja (weeds)
- **Prescription drugs:** Over-the-counter medicines
cough syrups, cold tablets , Iodex and painkillers
- **Medications:** Antidepressants and Sleeping pills.

These are drugs used medicinally to relieve anxiety, irritability, and tension.

- **Whiteners....**

Drugs that teens are abusing

Club Drugs:

- This term refers to drugs being used by teens and young adults at all-night dance parties such as "**raves**" or "**trances**," dance clubs, and bars.
- Because some club drugs are colourless, tasteless, and odourless, they can be added unobtrusively to beverages by individuals who want to intoxicate or sedate others.
- In recent years, there has been an increase in reports of club drugs used to commit sexual assaults.

What are the consequences of teen substance abuse?

Substance abuse can increase risk-taking behaviours, which can have serious consequences.

- Alcohol and drug abuse is a leading cause of teen death or injury related to car accidents, suicides, violence, and drowning.
- Substance abuse can increase the risk of pregnancy and sexually transmitted diseases resulting from unprotected sexual activity.
- Teen substance abuse can have a negative impact on self-esteem, relationship skills, physical and emotional independence, and future plans.

As a result, teen drug or alcohol problems may lead to difficulty in building meaningful personal relationships or holding a job.

- Some drugs produced today are extremely potent, and even casual use of certain substances such as **heroin or cocaine** can cause severe medical problems, such as overdose or brain damage.
- Teens who try highly addictive drugs such as cocaine, **methamphetamine**, or heroin run an increased risk of becoming dependent (addicted).

SMOKING = DEATH

ILL EFFECTS OF SMOKING

- **Bad smell**
- **Smoker's cough**
- **Gastric ulcer**
- **Chronic bronchitis**
- **Increase in heart rate and Blood Pressure**
- **Premature and more abundant face wrinkles**
- **Heart disease**
- **Stroke**
- **Cancer**
- **Burns**
- **Violent arguments with non-smokers**

TOBACCO

POISON(Nicotine)

Tobacco and Life Span

- **Tobacco increases heart and breathing rates.**
- **Thus reduces life span by 10-20 years.**
- **Every cigarette reduces your life span by 5 minutes !!!!!**
- **Tobacco also kills by heart attacks & strokes**

CANCERS

- **TOBACCO CAUSES 35% -40 % OF ALL CANCERS**
- **USUALLY LUNG CANCER**
- **LARYNX, ORAL, OESOPHAGUS, STOMACH, LEUKAEMIA, KIDNEY, PANCREAS, SKIN, BLADDER CANCERS**
- **MORE RECURRENT CANCER AFTER SURGERY**

Tobacco addiction

- **Tobacco releases dopamine in the brain**
- **A rewarding neuro-chemical related to pleasure**
- **Sets up craving ---to maintain the habit !!!**
- **Quitting means feeling dull and very low – for few days-weeks.**

DEPRESSION

MORE IN SMOKERS
MORE IN WIVES OF SMOKERS
LOSS/WASTE OF MONEY
TOBACCO SMELL AT HOME
PREMATURE DISABILITY & DEATH
FEAR OF WIDOWHOOD

ALCOHOL

ILL EFFECTS OF ALCOHOL

- **Distorted vision, hearing and coordination**
- **Altered perceptions and emotions**
- **Impaired judgments**
- **Bad breath**
- **Hangovers**

DRUGS

- . **Marijuana -- Cannabinoids**
- . **Cocaine -- Stimulant**
- . **Amphetamines – Stimulant**
- . **Barbiturates -- Depressant**
- . **Benzodiazepines -- Depressant**
- . **Heroin -- Narcotics**
- . **LSD (Lysergic acid diethylamide) Hallucinogen**
- . **Anabolic steroids**

WARNING SIGNS

- . **Drop in academic performance**
- . **Unexplained absence from school**
- . **Lack of interest in personal hygiene**
- . **Withdrawal and Isolation**
- . **Depression**
- . **Fatigue**
- . **Aggressive and rebellious behaviour**
- . **Deteriorating relationships with family and friends**
- . **Loss of interest in hobbies**
- . **Change in sleeping and eating habits**
- . **Fluctuations in weight, appetitechanges friends**
- . **smells of alcohol (or marijuana) on breath or body**
- . **unexplainable mood swings and behaviour**
- . **negative, argumentative, paranoid or confused, destructive, anxious , over-reacts to criticism acts rebellious**
- . **sharing few if any of their personal problems**
- . **doesn't seem as happy as they used to be**
- . **overly tired or hyperactive**
- . **unhappy and depressed**
- . **cheats, steals**
- . **always needs money, or has excessive amounts of money**

PREVENTION AND CONTROL

- . **Avoid undue peer pressure**
- . **Education and Counseling**
- . **Seeking help from parents and peer**
- . **Looking for danger sign**
- . **Seeking professional and medical help**

DRUGS & LAW

- . Prohibition of smoking in Public Places.
- . Ads on Cigarette packets
- . Prohibition of advertising _ Alcohol & Cigarette.
- . Prohibition of sale of Alcohol & Cigarette to person under 18 years of age.

- . Licensing Laws on retail
- . Road traffic Laws on alcohol and driving.

TREATMENT FOR DRUG/ SUBSTANCE ABUSE

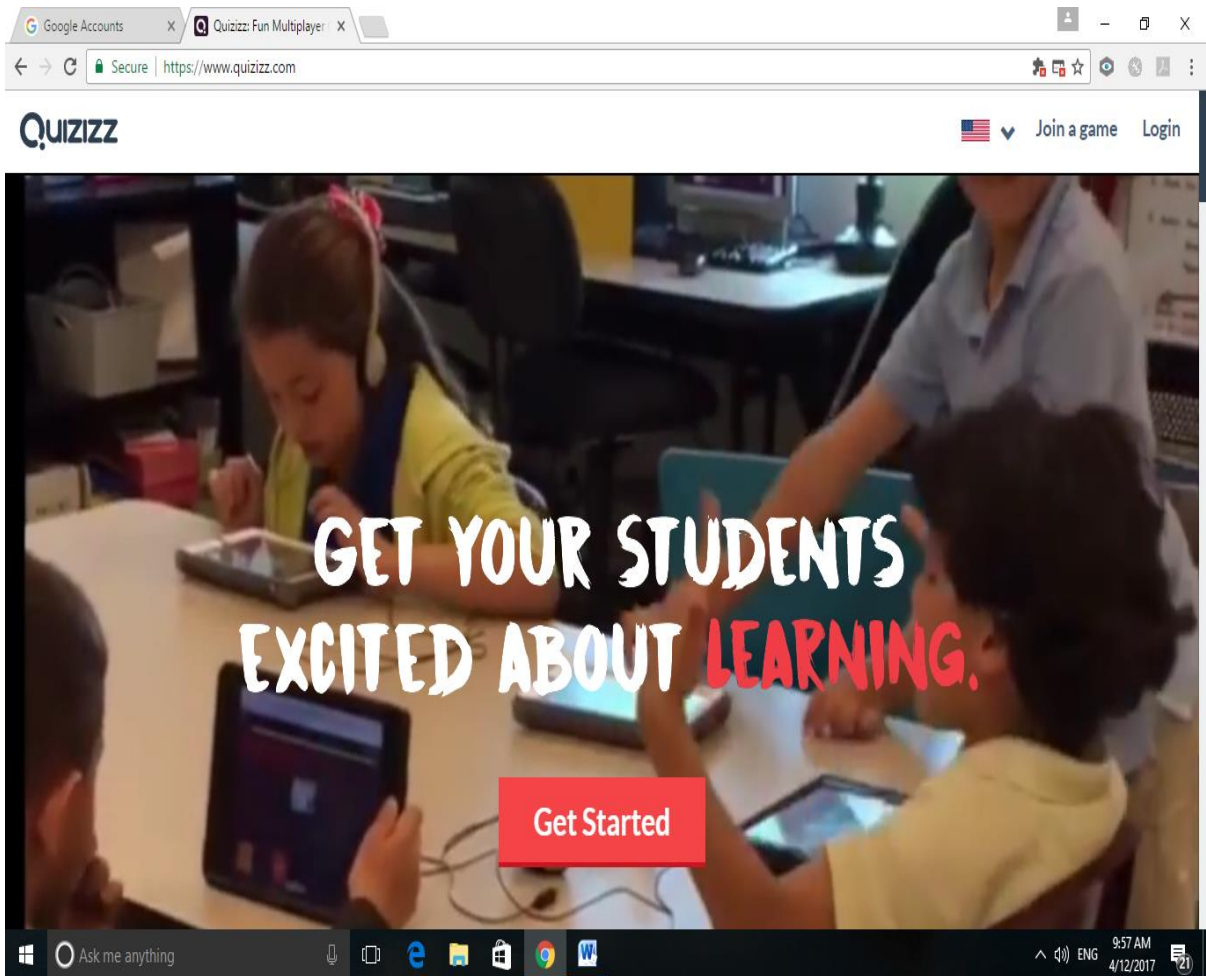
- . **PHASES OF TREATMENT:**
- . **Early /brief Intervention**
- . **Outreach, harm reduction and low threshold intervention.**
- . **Detoxification**
- . **Counselling and psychotherapy**
- . **Pharmacotherapy**
- . **Self Help**
- . **Continuing care/aftercare**

ONLINE QUIZ: www.quizizz.com

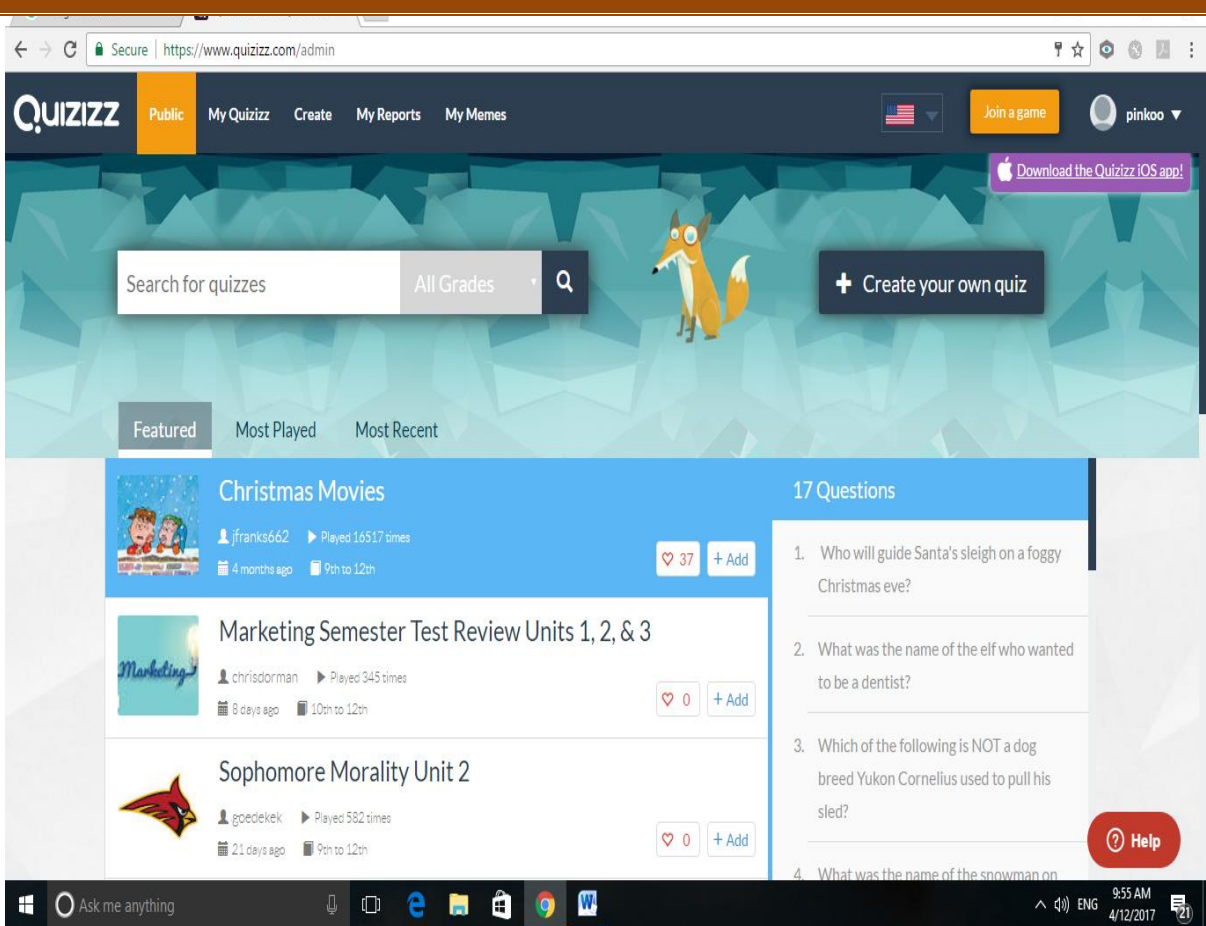
**By : S.K. Singhal
Training Associate (Commerce)& R.P.
ZIET Mumbai**

Steps :

1. Login to www.quizizz.com



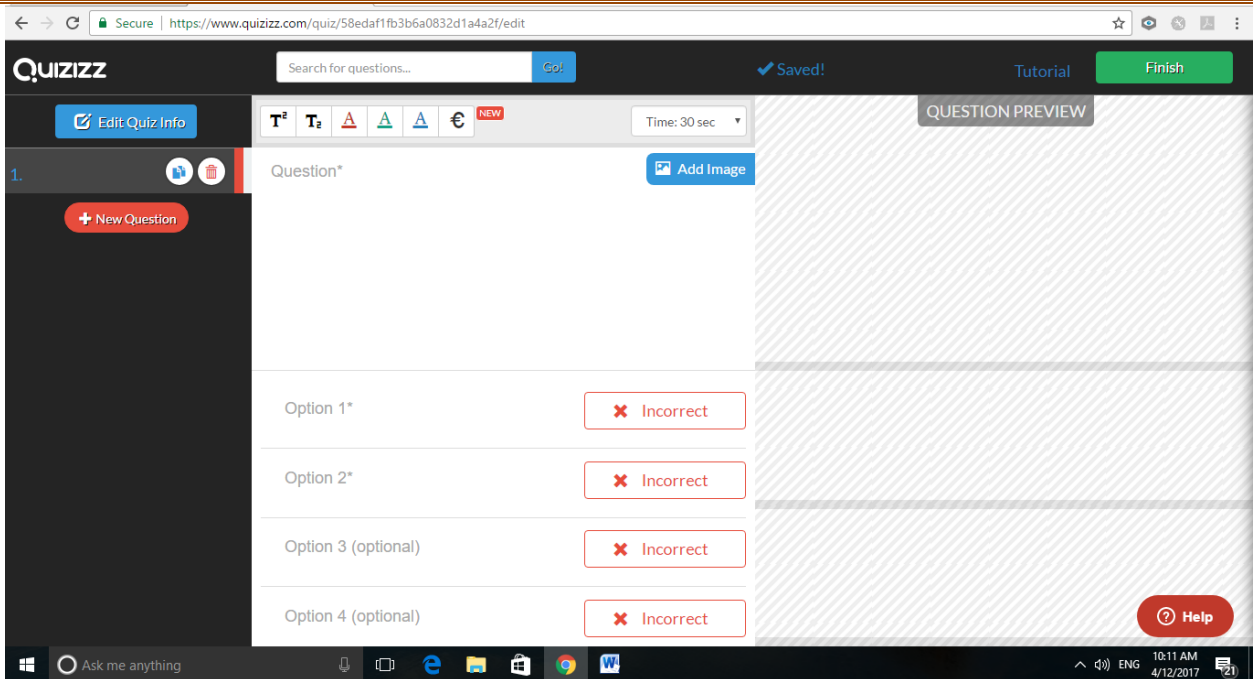
2. Register yourself (as for other sites) Need not to give original password of e-mail ID
3. After registration enter the site



4. Click on public if you want to use quiz created by others
5. Click on my quizizz to use your own quiz.
6. Click create to create new quiz.

Creation of Quiz

1. Click on create your own quiz, a quiz information page will be opened. Fill the details like name of the quiz and insert image if required. Two options will be available PUBLIC and PRIVATE. Opt for public option else the quiz cannot be used by others.
2. Now the quiz creation page will be displayed



Type of questions :

- a. Objective type questions with minimum 02 and maximum 04 options.
- b. True or false
- c. Fill in the blanks

Tick only correct option as answer and click for new question to add other questions.

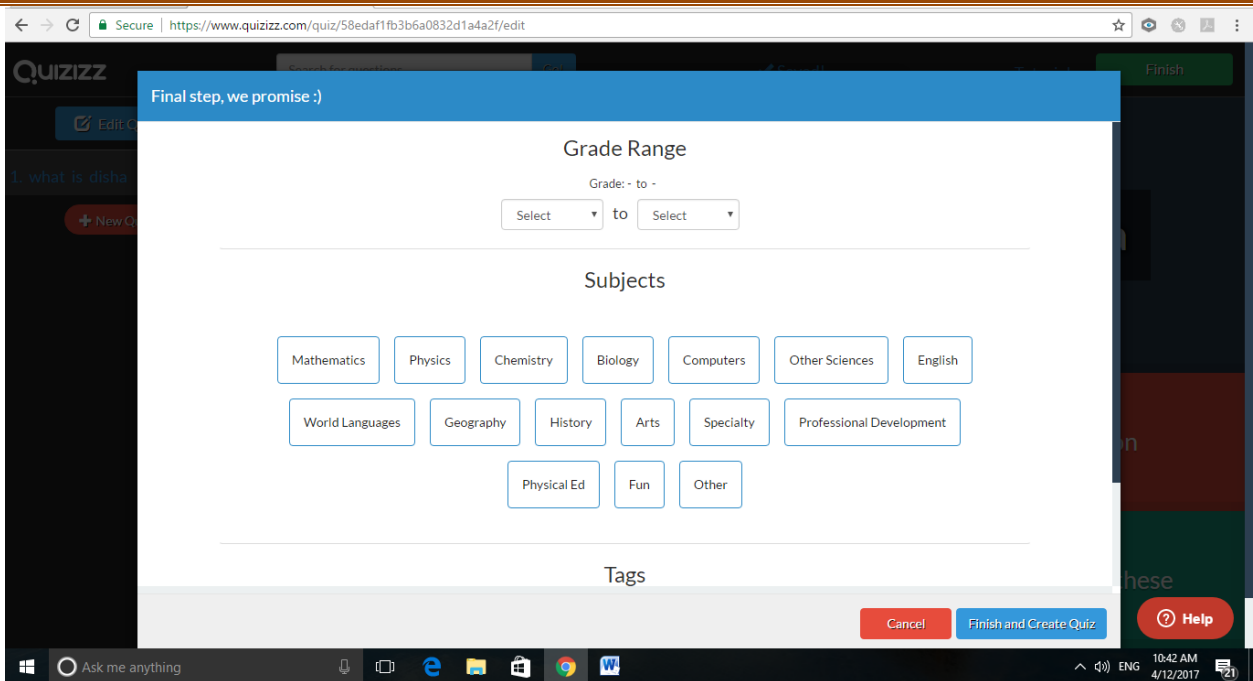
Questions can be typed in Hindi and English both (Hindi questions only with unicode).

Images can be inserted as a question.

Questions and options can be cut/paste from word files.

No need to save the work done as it is in auto save mode.

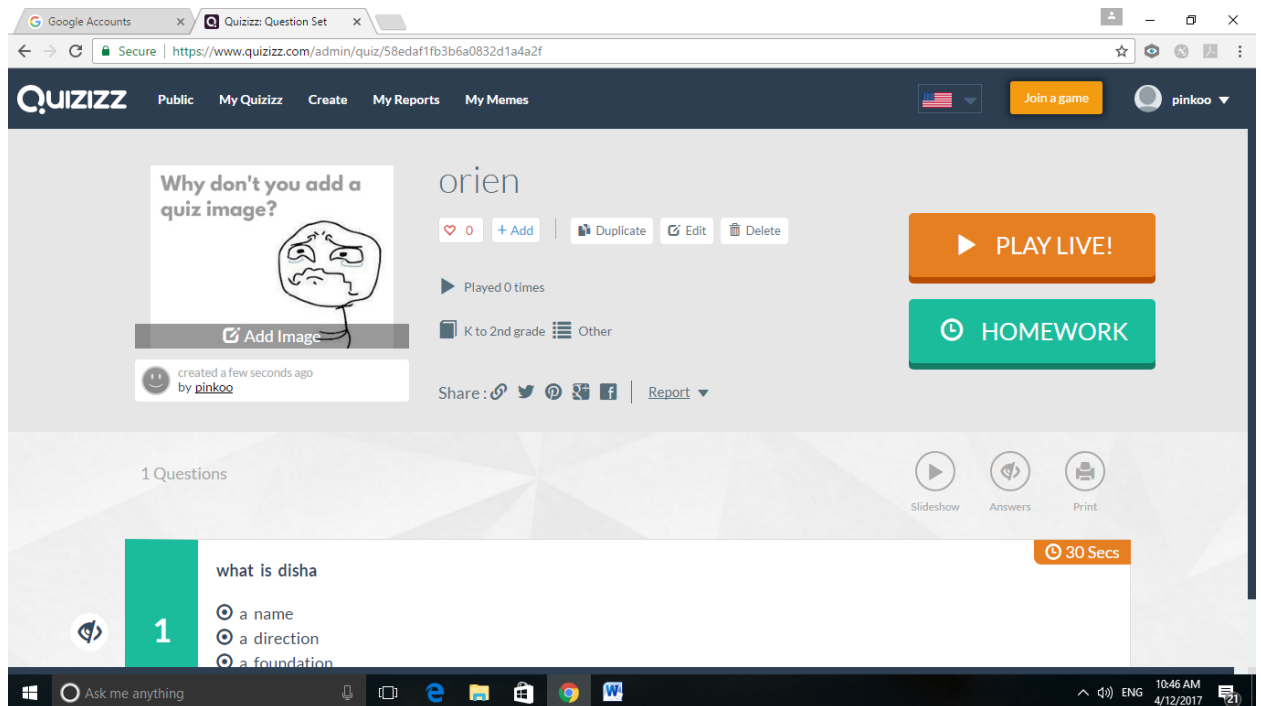
3. Time setting of questions : Different time can be set as the level of question.
4. After completing all questions click on Finish
5. A finish page will appear



Complete the formalities and click on Finish and create quiz. Now the quiz will be placed in MY Quizizz.

6. How to play the quiz :

1. It is a two way process . Quiz creator will have master computer and command over the quiz . Without his permission quiz will not start .



2. Before starting quizz review the questions and if required make necessary corrections by clicking edit option .

3. Quiz can be played in three modes :
 - a) Live
 - b) As homework : You have to set time for the completion of quiz.
 - c) As class work in the form of printed worksheet
4. For live play and homework a game code will be generated. Disclose this game code to the students and ask your students to login www.join.quizizz.com .
5. Ask your students to put the game code and to proceed for the quiz. They will put their name and required permission to start quiz.
6. You as quiz master have to give permission by clicking START and the live quiz will be started . In case of Homework no permission is required however game code will be required.
7. After all the students have played click on finish quiz to generate reports.

7. How to generate reports : Click on my reports to generate questionwise, playerwise results . It also serves as error analysis for which printouts can be taken for record.

8. Other feature : You can use quiz created by others in your account by clicking duplicate option .

Non-Profit Organisations

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Non profit organisation are established for the purpose of rendering service. They are not expected to earn profit, but organised mainly for social, educational, religious or charitable purpose.

A non profit making entity is defined as “a non-profit seeking entity which does not usually engaged in trading activities, but engages in rendering services to its members and society.

Features of non-profit making organisation

- Main objective is to render services to its members.
- They are not expected to profit.
- Do not normally engage in trading activity.
- Credit transaction are not usually made.
- Daily transaction are recorded in cash book.
- They prepare a summery of cash book at the end is called Receipt and payment account.
- No trial balance is prepared.
- Do not prepare trading and profit and Loss A/c , but prepares income and expenditure accounts.
- Do not have capital, but have only capital fund.

Final accounts of non profit organisation consists of:

1. Receipt and Payment Account.
2. Income and Expenditure account.
3. Balance Sheet.

Receipt and Payment Account.

- Receipt and payment account is a statement prepared at the end of an accounting year giving a summary of all receipts and payments recorded in cash book. Non cash items are not recorded in this account.
- It starts with the opening balance of cash in hand and cash at bank.
- It is **debited** with all items of **receipts** and **credited** with all items of **Payments**.
- Both ‘**revenue**’ and ‘**Capital**’ items are recorded in it.

- It records all receipts and payments relating to **previous**, **current** and **subsequent** years.
- It is a real a/c.

Income and expenditure Account.

- Income and expenditure account is a **nominal** account prepared by a non –profit seeking organisation, in order to ascertain the **surplus** or **deficit** by recording **revenue items** of particular period.
- It's a nominal account.
- Only items of revenue nature are recorded in it, means all items of capital nature are ignored while preparing it.
- It excludes all items of income and expenditure which don't pertain to the current year.
- All **expenses and losses** are **debited** and all **incomes** and **gains** are **credited** to it.
- The **surplus or deficit** is transferred to **Capital Fund**.

ENTRANCE FEE

- **Entrance Fees:** The fee charged for admitting a person as a member in an institution is called admission fee or entrance fee.
- Since it is paid by the member only once – it is a **Capital item**.
- Since the institution receives it every year when new admission take place – it is treated as **Revenue item**.

SUBSCRIPTION

- Subscription is the amount payable by members of Not for-profit Organizations for renewal of membership periodically.
- **(i)** It is recurring in nature.
- **(ii)** It is treated as Revenue Receipt.
- **Example :** There are 60 members of a Not-for-profit Organization and each member is required to pay a sum of 300 per annum to continue his/her membership. Hence this amount is known as Subscription.

LEGACY

- **Legacy:** It is the amount received by the non profit organisation on the death of a person as per his 'will'.

— it is capitalised

Example :

Mr. Shyam lal writes his will that his property will be transferred (after his death) to a Not-for-profit Organization. After death of Mr. Shyam lal, his property will be treated as capital receipt by concerned Not-for-profit Organization under the head legacy.

DONATION

- **. Donation** : Donation is the amount received by Not-for-profit Organizations from any person or institution without any consideration and not periodically.
- **Donation can be categorized as under :**
- **(i) General Donation** : If donation received for not a specific purpose and can be utilized for any purpose, is known as general donation. It is treated as Revenue Receipt.
- **(ii) Specific Donation** : If donation received for a particular purpose and can be used/spent for the same purpose only, it is known as specific donation. For example, donation received for the construction of the building.
- It is treated as **Capital Receipt**.

LIFE MEMBERSHIP FEE

- **Life Membership** : Life membership is the fee received from those members who do not pay periodic fee or subscription but pay a lump sum amount to become life time members.
- **(i)** These members are generally permanent members.
- **(ii)** Life membership fees can be **added to capital fund or separately on the liabilities side of Balance Sheet**.

HONORARIUM

- **Honorarium** : Honorarium is an amount paid to a person (other than employee) for rendering some special services for Not-for-Profit organization. It is treated as an expense for Not-for Profit organization.

ENDOWMENT FUND

- **. Endowment Funds :**
- **1.** This fund is created from the bequest, legacy or gifts received by the Not-for-Profit organization. These funds are invested out- side.
- **2.** The income from the investment of such funds is used for some specific purposes only.
- **3.** Endowment funds shall be shown on the liabilities side of the balance sheet of Not-for-Profit organization.

- **Example** :
An amount of `5,00,000 is received as Donation with condition that this amount will be invested as Fixed Deposit in a Bank. Income from this Investment will be used to distribute prizes to meritorius students of the society.

NOTE

- ANY *EXPENDITURE OF CAPITAL NATURE* OUT OF SPECIAL FUND SHOULD BE SHOWN ON THE *ASSETS SIDE OF THE BALANCE SHEET* AND AN EQUAL AMOUNT SHOULD BE *TRANSFERRED FROM THE SPECIAL FUND TO CAPITAL FUND*.

GRANTS

- **Grants** : Grants are an aid issued by any Govt. agency to any Not-for profit organization for specific purpose or general purpose.
- (i) It is an aid from Government.
- (ii) Specific grant should be capitalized
- (iii) General grant should be treated as revenue income and shown on the credit side of Income and Expenditure Account.

OTHER ITEMS

- **Sale of old newspaper, sale of sports materials-** Recurring in nature. it is usually credited to Income and Expenditure Account.
- **Sale of old asset:** The book value of asset sold is deducted from asset in the balance sheet. Any profit or loss on such sales should be transferred to income and expenditure account.

Procedure in the preparation of balance sheet

1. Preparation of **opening balance sheet** → To find out **capital fund** at the beginning.
2. **Surplus**, if any, **added** to '**capital fund**'. **Deficit** should be **deducted** from **capital fund** in the closing balance sheet.
3. **Outstanding liabilities** (income received in advance, outstanding expenses) as on the closing date be shown on the **liability side**.
4. **Outstanding assets** (income receivable, prepaid expenses) must be shown on **the asset side**.
5. The balance of receipt and payment account (cash & Bank) must be shown on the assets side.
6. Bank balance (Cr.) should be shown on the liability side of balance sheet.
7. Assets in existence at the beginning should be adjusted for additions, disposal. if any, and also for depreciation.
8. New assets acquired during the year should be shown on the assets side of balance sheet.
9. Any special collection of non – recurring nature should be shown on the liability side of the closing balance sheet.

STAFFING

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CHAPTER OUTLINE

- Meaning, need and importance of staffing
- Steps in staffing process
- Recruitment- meaning and resources
- Selection-meaning and process
- Training and Development
- Compensation and incentives

Staffing

- It is concerned with the Human resources of the enterprise.
- It is concerned with acquiring, developing, utilizing, and maintaining human resources.
- It is a process of matching jobs with individuals to ensure right man for the right job.

Definition of Staffing

According to Koontz and O' Donnel

“The managerial functions of staffing involves managing the organizational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into the structure”

Importance of staffing

1. Discovering and obtaining competent employees for various job.
2. Improve the quantity and quality of output by putting right man for right job.
3. Improves job satisfaction of employees
4. Reduces cost of personnel by avoiding wastage of human resource.

Steps in staffing

Step – 1 Manpower Planning/ HRP

Determine the requirements of the employees

A. Types of Employees (Job Analysis)

B. No. of Employees

Manpower Planning Process

Analyzing the current manpower inventory

Before a manager makes forecast of future manpower, the current manpower status has to be analyzed.

For this the following things have to be noted-Type of organization

- Number of departments
- Number and quantity of such departments
- Employees in these work units

Once these factors are registered by a manager, he goes for the future forecasting.

Manpower forecasting techniques

- **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.
- **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).
- **Work Load Analysis:** It is dependent upon the nature of work load in a department, in a branch or in a division.
- **Work Force Analysis:** Whenever production and time period has to be analysed, due allowances have to be made for getting net manpower requirements.
- **Other methods:** Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.

Developing employment programs-

Once the current inventory is compared with future forecasts, the employment programs can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.

Step – 2 Recruitment

According to Flippo “Recruitment is the process of attracting potential employees and stimulating them to apply for the jobs in the organization.”

- **Certain influences, however, restrain a firm while choosing a recruiting source such as:**
 - Poor image
 - Un-attractive job
 - Conservative internal policies
 - Limited budgetary support
 - Restrictive policies of government

Sources of Recruitment

- The sources of recruitment may broadly be divided into various categories: internal sources and external sources and third party

Internal Method

❖ **Promotions and transfers:**

Promotion is the movement of an employee from a lower level position to a higher level position with increase in salary

Transfer, on the other hand, is a lateral movement within the same grade, from one job to another.

- ❖ **Job posting:** It is a method of publicizing job openings on bulletin boards, electronic media and similar outlets by a company.
- ❖ **Employee referrals:** It is a kind of recommendation from a current employee regarding a job applicant.
- ❖ **Lay-off :** Lay-off refers to the temporary separation of employee from the organization .Recalling the lay off candidates to fill the vacant position

Internal Recruitment

Merits

- **Economical:** The cost of recruiting internal candidates is minimal. No expenses are incurred on advertising.
- **Suitable:** The organization can pick the right candidates having the requisite skills. The candidates can choose a right vacancy where their talents can be fully utilized.

- **Reliable:** The organization has knowledge about the suitability of a candidate for a position. ‘Known devils are better than unknown angels!’
- **Satisfying:** A policy of preferring people from within offers regular promotional avenues for employees. It motivates them to work hard and earn promotions. They will work with loyalty, commitment and enthusiasm.

Demerits

- **Expensive:** Hiring costs could go up substantially. Tapping multifarious sources of recruitment is not an easy task, either.
- **Time consuming:** It takes time to advertise, screen, to test and to select suitable employees. Where suitable ones are not available, the process has to be repeated.
- **Demotivating:** Existing employees who have put in considerable service may resist the process of filling up vacancies from outside. The feeling that their services have not been recognized by the organization, forces them to work with less enthusiasm and motivation.
- **Uncertainty:** There is no guarantee that the organization, ultimately, will be able to hire the services of suitable candidates. It may end up hiring someone who does not ‘fit’ and who may not be able to adjust in the new set-up.

External Recruitment

Merits

- **Wide choice:** The organization has the freedom to select candidates from a large pool. Persons with requisite qualifications could be picked up.
- **Injection of fresh blood:** People with special skills and knowledge could be hired to stir up the existing employees and pave the way for innovative ways of working.
- **Motivational force:** It helps in motivating internal employees to work hard and compete with external candidates while seeking career growth. Such a competitive atmosphere would help an employee to work to the best of his abilities.
- **Long term benefits:** Talented people could join the ranks, new ideas could find meaningful expression, a competitive atmosphere would compel people to give of their best and earn rewards, etc.

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Alternatives to recruiting

- **Overtime**
- **Subcontracting**
- **Temporary employees**
- **Employee leasing**
- **Outsourcing**

- **Overtime:** Short term fluctuations in work volume could best be solved through overtime. The employer benefits because the costs of recruitment, selection and training could be avoided. The employee benefits in the form of higher pay. However, an overworked employee may prove to be less productive and turn out less than optimal performance. Employees may slow down their pace of work during normal working hours in order to earn overtime daily. In course of time, overtime payments become quite routine and if, for any reason, these payments do not accrue regularly, employees become resentful and disgruntled.
- **Subcontracting:** To meet a sudden increase in demand for its products and services, the firm may sometimes go for subcontracting – instead of expanding capacities immediately. Expansion becomes a reality only when the firm experiences increased demand for its products for a specified period of time. Meanwhile, the firm can meet increased demand by allowing an outside specialist agency to undertake part of the work, to mutual advantage.

- **Temporary employees:** Employees hired for a limited time to perform a specific job are called temporary employees. They are particularly useful in meeting short term human resource needs. A short term increase in demand could be met by hiring temporary hands from agencies specialising in providing such services. It's a big business idea in United States these days (\$3-\$4 billion industry). In this case the firm can avoid the expenses of recruitment and the painful effects of absenteeism, labour turnover, etc. It can also avoid fringe benefits associated with regular employment. However, temporary workers do not remain loyal to the company; they may take more time to adjust and their inexperience may come in the way of maintaining high quality.

- **Employee leasing:** Hiring permanent employees of another company who possess certain specialised skills on lease basis to meet short-term requirements – although not popular in India – is another recruiting practice followed by firms in developed countries. In this case, individuals work for the leasing firm as per the leasing agreement/arrangement. Such an arrangement is beneficial to small firms because it avoids expense and problems of personnel administration.

- **Outsourcing:** Any activity in which a firm lacks internal expertise and requires on unbiased opinion can be outsourced. Many businesses have started looking at outsourcing activities relating to recruitment, training, payroll processing, surveys, benchmark studies, statutory compliance etc., more closely, because they do not have the time or expertise to deal with the situation. HR heads are no longer keeping activities like resume management and candidate sourcing in their daily scrutiny. This function is more commonly outsourced when firms are in seasonal business and have cyclical staffing needs

SELECTION

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization.

Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires.

Selection Process

❖ **Reception**

A warm, friendly and courteous reception is extended to candidates with a view to create a favorable impression. Employment possibilities are also communicated honestly and clearly

❖ **Screening interview**

The HR department tries to screen out the obvious misfits through this courtesy interview. A prescribed application form is given to candidates who are found to be suitable.

❖ **Application blank**

It is a printed form completed by job aspirants detailing their educational background, previous work history and certain personal data.

Selection Tests

- Intelligence test
- Aptitude test
- Personality test
- Projective test
- Interest test
- Preference test

Medical Examination

- To check the physical fitness for the job concerned .
- To protect the organization from infectious disease

Reference Checking

- Contacting previous employers of a job applicant to determine his or her job history. Reference check may also include checking with school(s) or college(s) attended by the applicant to verify educational qualifications.

Orientation

- Orientation employees are made aware about the mission and vision of the organization, the nature of operation of the organization, policies and programs of the organization.
- The main aim of conducting Orientation is to build up confidence, morale and trust of the employee in the new organization, so that he becomes a productive and an efficient employee of the organization and contributes to the organizational success.
- The nature of Orientation program varies with the organizational size, i.e., smaller the organization the more informal is the Orientation and larger the organization more formalized is the Orientation program.

TRAINING

Acc. to Michael Armstrong *“the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task of job”*.

Acc. to Dale S. Beach, *“Training is the act of increasing knowledge and skills of an employee for doing a particular job.”*

DEVELOPMENT

Development relates to the development and growth of the employees in an organization through a systematic process. It helps in the developments of the intellectual, managerial, and people management skills of managers.

It trains managers to understand and analyze different situations, and to arrive at and implement the correct solutions.

OBJECTIVES OF TRAINING:

- To impart the basic knowledge and skill to the new entrants and enable them to perform their jobs well.
- To equip the employee to meet the changing requirements of the job and the organization.

Training Need and Importance of Training

Training is given on four basic grounds:

- New candidates who join an organization are given training. This training familiarize them with the organizational mission, vision, rules and regulations and the working conditions.
- The existing employees are trained to refresh and enhance their knowledge.
- If any updations and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing a new equipment, changes in technique of production, computer implantment. The employees are trained about use of new equipments and work methods.
- When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job

BENEFITS OF TRAINING

- Improving Employee Performance
- Updating Employee Skills
- Avoiding Managerial Obsolescence
- Preparing for Promotion and Managerial Succession
- Retaining and Motivating Employee
- Creating an Efficient and Effective Organization
- Improves morale of employees
- Less supervision
- Fewer accidents
- Chances of promotion.
- Increased productivity

Methods of Training

Ways/Methods of Training

- **On the job training-**

On the job training methods are those which are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The employees are trained in actual working scenario. The motto of such training is “learning by doing.”

- **Off the job training-**

Off the job training methods are those in which training is provided away from the actual working condition.

It is generally used in case of new employees. Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period

Simulation Exercises

- **Case study:-** Case studies which are prepared based on the actual experiences of organizations, help the candidates the real problems faced by managers in organizations.
- **Business Games:-** The trainees are divided into different groups or teams. They play the roles of competing firms in a simulated market.
- **Role Playing:-** Participants enact roles to solve problems that are common in real-life situations.

- **Incident Method:-** This method aims to develop the intellectual ability, practical judgment and social awareness of the employee. Each employee is given a written incident which he analyzes, identifies the problems and the probable causes and suggests solution.
- **In-basket Method:-** This method simulates the important aspects of a manager's job. Candidate is given documents similar to the items normally found in a manager's in-basket, such as memo's , letters, and reports.

INCENTIVES BASED COMPENSATION

- Incentives are monetary benefits paid to workmen in recognition of their outstanding performance.
- They are defined as variable rewards granted according to variations in the achievement of specific results.

Performance Appraisal

“Performance Appraisal is an objective assessment of an individual's performance against well defined benchmarks.”

Performance Appraisal

Key Points

1. Evaluation
2. Comparison : Actual v/s. Standards
3. Results
4. Rewards
5. Corrective Action

Use of Performance Appraisals

- 1.Promotions
- 2.Confirmations
- 3.Training and Development
- 4.Compensation reviews
- 5.Competency building
- 6.Improve communication
- 7.Evaluation of HR Programs
- 8.Feedback & Grievances

Objective of Performance Appraisal

- To effect promotions based on competence and performance
- To confirm the services of probationary employees upon their completing the probationary period satisfactorily.
- To assess the training and development needs of employees.
- To decide upon a pay raise where regular pay scales have not been fixed

GROUP WORK : BUSINESS STUDIES CLASS XII

TOPIC: NATURE & SIGNIFICANCE OF MANAGEMENT

MULTIPLE CHOICE QUESTIONS (MCQ)

1. Which of the function is not a function of management?
(a) planning (b) Coordination (c) Organising (d) Directing
2. Managers at the top level spend their time more in
(a) Planning (b) Organising (c) Staffing (d) Directing
3. Efficiency means.....
(a) doing the tasks correctly (b) doing the tasks with minimum cost
(c) deriving more benefits by using less resources (d) All of the above
4. Which of the following is not an organizational objective ?
(a) Survival (b) Giving employment opportunities to disadvantaged sections of the society (c) Profit (d) Growth
5. Through management helps individuals to develop team spirit ,co-operation and commitment to group success .
(a) Coordination (b) Supervision (c) Controlling (d) Motivation & Leadership
6. Which of the following is not the characteristic of a profession ?
(a) Service motive (b) Restricted entry (c) based practice and creativity (d) well defined body of knowledge
7. Foreman and supervisors comprise
(a) Top level management (b) Middle level management
(c) operational level management (d) None of these
8. Which function of management relates to assigning duties , grouping tasks ,establishing authority and allocating resources required to carry out a specific plan?
(a) Planning (b) Organising (c) Staffing (d) Directing

9. Which function of management is concerned with finding the right people for the right job?

- (a) Planning (b) Organising (c) Staffing (d) Directing

10. The process by which a manager synchronises the activities of different departments is known as

- (a) Coordination (b) Co-operation (c) Organising (d) Supervision

11. management is essential in every

- (a) Business (b) Organised group efforts (c) Government (d) Industry

12. Management aims at achieving

- (a) Efficiency (b) Effectiveness (c) Both efficiency and effectiveness
(d) None of these

13. The functions performed by the top level management the most important because they take care of.....

- (a) Overall organization (b) specific problems (c) routine problems
(d) extra ordinary problems

14. Management is

- (a) a pure science (b) an inexact science (c) not a science (d) natural science

15. Which function determines the future course of action?

- (a) Organising (b) Controlling (c) planning (d) Directing.

Fill in the blanks

1. Foreman belongs tolevel of management .

2.is the first function of management.

3. Management haslevels of management in the hierarchy.

4.refers to achieving the predetermined goals.
5. Management is a complex activity with dimensions
6. level determines the objectives of the organization .
7. Everyrestricts the entry on the basis of examination or education.
8. Lower level is also known asormanagement.
10. Coordination is theof management .
11. Coordination aims toactivities of different departments.
12.level managers issue detailed orders and instructions to.....level managers .
13. Management increasesby reducing cost of operations and increasing productivity.
14. Filling up of job positions is thefunction of management.
15. Controlling is the function ofthe performance of the organization towards the attainment of organizational goals .

True or False

State whether the following is true or false :

1. Management is a goal oriented activity.
2. Management is needed in all types of organisations .
3. Supervisory management is the top level management.
4. Coordination is one of the five functions of management.
5. Management is the universal activity.
6. A manager is always indifferent towards the social responsibilities.
7. Coordination is the essence of management.
8. Coordination & Co-operation are synonymous.

9. Management is a full-fledged profession.
10. Management functions are independent of one another.
11. Management is an inexact science.
12. Management is getting work done by oneself.
13. Foremen formulate the policies and undertake welfare measures of the organization.
14. Art involves personalised application and creativity.
15. Coordination is an all pervasive function.

Principles of Management

- 1) Which of the following is NOT a principle of management given by Taylor?
 - a) Science, not rule of the Thumb
 - b) Functional foremanship
 - c) Maximum not restricted output
 - d) Harmony not discord
- 2) How are principles of management formed ?
 - a) In a laboratory.
 - b) By experiences of managers.
 - c) optimum utilization of resources technology.
 - d) By propagation of social
- 3) Which of the following statement best describes the principle of 'Division of Work' ?
 - a) Work should be divided into small tasks
 - b) Labour should be divided
 - c) Resources should be divided among job
 - d) It leads to specialization
- 4) Henri Fayol was a.....
 - a) Social Scientist
 - b) mining Engineer
 - c) Accountant
 - d) production engineer
- 5) Principles of management are NOT
 - a) Universal
 - b) flexible
 - c) Absolute
 - d) Behavioural

6) Management should find 'One best way' to perform a task. Which technique of scientific management is defined in this sentence ?

- a) Time Study
- b) Motion Study
- c) Fatigue Study
- d) Method Study

7) Which of the following statement is FALSE about Taylor and Fayol ?

- a) Fayol was a mining engineer whereas Taylor was a mechanical engineer.
- b) Fayol's principles are applicable in specialised situations whereas Taylor's principles have universal application.
- c) Fayol's principles were formed through personal experience whereas Taylor's principles were formed through experimentation.
- d) Fayol's principles are applicable at the top level of management whereas Taylor's principles are applicable at the shop floor.

8. The philosophy of management known as total quality management developed primarily out of the work of:

- Henri Fayol
- Frederick Taylor
- Robert McNamara
- W. Edwards Deming

9. Frederick Taylor and Frank and Lillian Gilbreth were advocates of an approach to management involving the use of scientific method, known as:

- The quantitative approach.
- Management science
- Scientific management.
- The contingency approach.

10. Authority, discipline, unity of command, and unity of direction are:

- Taylor's four principles of management.
- Principles of the human relations movement.
- Elements of Weber's ideal bureaucratic structure.

11. Four of Fayol's fourteen principles of management. Some of the other fields of study that affect management theory or practice include:

- Political science, philosophy, anthropology and sociology
- Zoology, psychology, sociology and philosophy.
- Anthropology, astrology, political science and psychology.
- Political science, sociology, typography and economics.

12. Managers today realize that long-term success can be achieved primarily by satisfying the customer. Customers are demanding quicker service, higher quality, and more

- Value for their money
- Personal attention
- Variety in services
- Online choices

13. The belief that a firm's obligation goes beyond that required by law and economics, and includes a pursuit of long-term goals that are good for society is known as:

- Social responsiveness
- Ethical responsibility
- Social responsibility
- Social obligation

14. Challenging goals usually lead to which type of performance from individuals and groups.

- Higher
- Lower
- Excellent
- None of the Above

15. Which of the following is not a basic function of the management process?

- Controlling
- Organizing
- Working
- Leading

Fill in the Blanks

1. A variation of the electronic meeting that links together media from different locations is _____

2. _____ plans have clearly defined objectives.

3. _____ studied the nature of specific jobs, and broke the tasks into basic work units with the end result providing the one right way to perform the job.

4. The recently emerged type of managerial job is _____

5. The resources within an organization, used to achieve its goal, make up the _____ of a business.

6. _____ is the process of using the resources and personnel of an organization in an orderly way to achieve the objectives and long-term goals of the organization.
7. A _____ organizational structure is the simplest form and has clear lines of authority and ease of decision making.
8. _____ is the power to give positive benefits or rewards.
9. The final step of the strategic management process is _____.
10. A / An _____ is a formal evaluation of an organization's financial statements, performed either by an outside accounting firm or by an internal department.
11. In a PERT network, slack time is _____.
12. Which type of decision making is carried out by lower level management and deals with specific day-to-day processes?
13. _____ involves allocating resources by detailing what activities have to be done, the order in which they are to be completed, who is to do each, and when they are to be completed.
14. _____ is the process of getting results accomplished through others.
15. _____ is the use of scientific method to define the "one best way" for a job to be done.

State True or False

1. Henri Fayol developed 14 principles of management ?
2. Planning is a major function of management?
3. Need based theory of motivation invented by Elton Mayo d. Maslow
4. Social commitment is not associated with social responsibility
5. Responsibility can be delegated in management

6. Top management functions are the most important as they take care of overall organization
7. Business organization should feel concerned with social responsibility because they are the parts of society
8. Equality is the principle of Henry Fayol
9. Principles of management are not universal
10. Principles of management are formed by adaptation to change technology
11. Principles of management are significant because of increase in efficiency
12. Division of work may not lead to specialization
13. Functional foremanship is a principle of management given by F.W. Taylor
14. Finding the best way of doing a job is an example of method study
15. To set rest intervals is an example of motion study

Business Environment and Planning

I Multiple Choice Questions

1. Which of the following does not characterize the Business Environment.
 - a) Uncertainty
 - b) Employees
 - c) Relativity
 - d) Complexity
2. Which of the following best indicates the importance of Business Environment.
 - a) Identification
 - b) Improvement in Performance
 - c) Coping with rapid change
 - d) All of them
3. Which of the following is an example of Social Environment
 - a) Money Supply in the Economy
 - b) Consumer Protection Act
 - c) The Constitution of the Country
 - d) Composition of Family
4. Liberalization means:
 - a) Integration of economies

- b) Reduced government controls and restrictions
 - c) Policy of planned disinvestment
 - d) None of them
5. Which of the following does not explain the impact of government policy changes on business and industry
- a) More demanding customers
 - b) Increasing competition
 - c) Changes in agricultural price
 - d) Market orientation
6. Industrial policy, Monetary policy and Fiscal policy are parts of :
- a) Disinvestment Policy
 - b) Foreign Investment Policy
 - c) Fiscal Policy
 - d) Economic Policy
7. The totality of all forces that are external to the business organization are:
- a) Political Environment
 - b) Business environment
 - c) Legal environment
 - d) Economic environment
8. Changes made by the government are associated with which environment:
- a) Social
 - b) Legal
 - c) Political
 - d) Economic
9. Taxation policy is associated with which environment:
- a) Economic
 - b) Political
 - c) Legal
 - d) Social
10. Literacy level of the people is associated with which environment
- a) Economic
 - b) Social
 - c) Political
 - d) Technological
11. Dreams can be turned into reality if business thinks in advance what to do and how to do. This is the essence of which function

- a) Planning
- b) Organizing
- c) Directing
- d) Controlling

12. Which of the following is a feature of planning:

- a) Pervasive
- b) Primary
- c) Continuous
- d) All of the above

13. Increasing sales by 10% or earning ROI of 20% is an important type of plan.

Identify the type of plan

- a) Objective
- b) Policy
- c) Strategy
- d) Programme

14. Which type of plan are routine steps to carry out activities

- a) Policies
- b) Strategies
- c) Procedures
- d) Rules
- e)

15. Planning is the _____ stage of Management functions:

- a) Fourth
- b) Third
- c) Fifth
- d) First

II Fill in the blanks

1. Under _____ environment, taste, fashion and trend changes fall into.
2. Education system is an example of _____ environment.
3. _____ project of Nano car re-established in Gujrat is indicated by which factor.
4. Statutory warnings on cigarette packets is an example of _____ environment.

5. _____ is the full form of “L” in LPG.
6. Banking Sector reforms is an example of _____ environment.
7. _____ is the full form of GST.
8. During demonitisation _____ & _____ notes were withdrawn from the economy.
9. Taking over of a public sector enterprise by a private sector enterprise is called _____.
10. E-ticket booking by railways is an example of _____ environment.
11. Planning sets standards for _____ function .
12. Assumptions in planning are called _____.
13. _____ are general guidelines for smooth functioning of an organisation.
14. Rules are _____ type of Plan.
15. Annual Function in the school is an example of _____ type of plan.

III True and False

1. Better understanding of Business Environment helps to take “ First Mover Advantage”.
2. Simplified export and import procedure is a result of globalization.
3. LPG Module was introduced in the year 1995
4. Reservations of job for economically backward classes is an example of Technological Environment
5. Innovation in the field of producing cheapest case called NANO is an example of Economic Environment
6. Planning relates to the present
7. Planning is a mental exercise
8. Planning is undertaken only by the top Level Management.
9. Planning reduces overlapping and wasteful activities.
10. Planning guarantees success.
11. Planning leads to rigidity
12. Identifying alternative courses of action is the second step in the process of management.
13. Planning is not pervasive.
14. Follow up action is the second last step in the process of planning.

15. Methods provide the prescribed ways or manner in which a task has to be performed.

Organising

1. Which of the following is not an element of delegation?

- (a) Accountability
- (b) Authority
- (c) Responsibility
- (d) Informal organization

2. A network of social relationship that arise spontaneously due to interaction at work is called:

- (a) Formal organization
- (b) Informal organisation
- (c) Decentralisation
- (d) Delegation

3. Which of the following does not follow the scalar chain?

- (a) Functional structure
- (b) Divisional structure
- (c) Formal organization
- (d) Informal organisation.

4. A Functional structure has a

- (a) Narrow span of management
- (b) Wide span of management
- (c) No span of management

(d) Less levels of management

5. Centralisation refers to:

(a) Retention of decision making authority

(b) Dispersal of decision making authority

(c) Creating divisions as profit centers

(d) Opening new centers or branches

6. For delegation to be effective it is essential that responsibility be accompanied with necessary:

(a) Authority (b) Manpower (c) Incentives (d) Promotions

7. Span of management refers to:

(a) Number of managers

(b) Length of term for which a manager is appointed

(c) Number of subordinates under a superior

(d) Number of members in top management

8. The form of organisation known for giving rise to rumors is called:

(a) Centralised organization

(b) Decentralised organization

(c) Informal organization

(d) Formal organisation

9. Grouping of activities on the basis of product lines is a part of:

(a) Delegated organization

(b) Divisional organization

(c) Functional organization

(d) Autonomous organisation

10. Grouping of activities on the basis of functions is a part of:

- (a) Decentralised organization (b) Divisional organization
- (c) Functional organization (d) Centralised organization

11. Organising process does not involve:

- (a) Departmentation
- (b) Delegation of authority
- (c) Fixing responsibility
- (d) Appraisal of a subordinate

12. Delegation process in the organization comprises:

- (a) Grant of authority to the subordinate
- (b) Assignment of duty to the subordinate
- (c) Creation of responsibility of the subordinate
- (d) All of the above

13. A manager by delegation cannot:

- (a) Shift his authority to the subordinate
- (b) Transfer his workload to the subordinate
- (c) Shift his responsibility to the subordinate
- (d) Transfer any of the above

14. In which respect, formal organization differs from informal organization?

- (a) Structuring
- (b) Production process
- (c) Financial procedure

(d) Marketing procedure

15. Which of the following is departmentation based on functions?

(a) Marketing

(b) North territory

(c) Department named A

(d) Chemicals Department

Fill in the blanks

1.structure is more economical.
2.organisation provides great personal and social satisfaction to its members.
3. Accountability flows.....
4. In....., there is systematic delegation of authority at all levels of management.
5.structure leads to product specialisation.
6. In a.....organisation, managers at lower levels have limited role in decision-making.
7.can never be delegated.
8. Decentralisation has.....scope as compared to delegation.
9.is very stable due to its well defined structure.
10. Under....., separate department is created for each major product.
- 11.....arises automatically due to frequent contact of people with each other.
12. The concept of delegation is based on the principle of.....
13. Delegation is necessary whereas Decentralisation is

14. When we delegate we multiply by two but when we decentralize we multiply by.....

15. Next to Planning function isfunction which needs to be performed by a manager.

True and False

1. Informal organisation exhibit more flexibility than the formal organisation
2. Organising process involves division of work, grouping activities and creating authority relationship.
3. A formal leader is usually chosen by the group members.
4. A formal organisation comes into existence on its own.
5. An informal organisation is born within a formal organisation.
6. Organisation is the first function of management.
7. Informal organisation helps to promote employees welfare.
8. Authority flows downward.
9. Formal organisation is compulsory if goals have to be achieved.
10. Accountability can be delegated.
11. Grouping activities is called departmentation.
12. Delegation reduces the burden on top executives.
13. Authority is the key to a manager's job.
14. Delegation improves the morale of employees.

15. Authority-responsibility relationships form the organisation structure.

STAFFING

1- Staffing involves _____ of the staff.

- (a) Recruitment&Selection
- (b) Training and Development
- (c) Orientation and Appraisal
- (d) All of the above

2- Staffing is the responsibility of _____.

- (a) Top Level Management
- (b) Middle Level Management
- (c) Supervisors
- (d) All of the above

3- Which of the following is not a selection test-?

- (a) Intelligent Test
- (b) Aptitude Test
- (c) Trade Test
- (d) Medical Test

4- Which of the following is not a component of staffing?

- (a) Recruitment
- (b) Advertising
- (c) Selection
- (d) Training

5- Which of the following is not an internal source of recruitment?

- (a) Transfer
- (b) Promotion
- (c) Labour Contractor
- (d) None of these

6- _____ is the process of learning and growth.

- (a) Training
- (b) Education
- (c) Development
- (d) None of these

7- Without human factor all the factors of production are useless. These are the words expressed by _____.

- (a) Henry Fayol
- (b) F.W. Taylor
- (c) Peter F. Drucker
- (d) P. Wilson Verma

8- Development of Personnel employees' _____.

- (a) Training
- (b) Transfer
- (c) Promotion
- (d) All of the above

9- Personnel development secures _____

- (a) Continued supply of competent employees
- (b) Optimum utilization of human resources
- (c) Growth potential talent
- (d) All of the above

10- Staffing function begins with _____

- A: Selection B: Estimating manpower requirements C: Training
- D: Promotion

11- Staffing is very important function these days because of _____

- A: Advancement of technology B: Increasing size of organization
- C: Complicated behavior of human beings D: All of these

12- Under which method of training, employees are shifted from one job position

to another:

A: Promotion B: Transfer C: Training D: Job Rotation

13- Which method of training is concerned with familiarize the new employee to the organization?

A: Induction training B: Apprenticeship training C: Coaching

D: Job rotation

14- Face to face conversation between employer and applicant is known as:

A: Selection B: Orientation C: Interview

D: Campus recruitment

15- Staffing function of management is concerned with _____

A: Organising B: Right Man on Right Job C: Planning

D: None of these

State True / false—

1-Staffing is a continuous process.

2- Staffing is not a responsibility of personnel department

3- Staffing develops sense of belongingness among staff.

4- Training emphasizes workers knowledge, ability and competence.

5- Promotion has downward trend.

6- Training is concern with non – managerial staff whereas development involves managerial staff.

7- Recruitment is a positive process where as selection is negative process.

8- Transfer is an internal source of recruitment.

9- Development is suitable for non-managerial personnel.

10- Recruitment through employment exchange is a source of Internal Recruitment

11- Internship training is suitable for new appointees.

12- Aptitude test measures candidate's reception power, memory power and reasoning power etc.

13- Vestibule school method comes under on the job training method.

14- Assessment of man power requirement is a first step of staffing.

15- Interview evaluates the suitability of the candidate by indirect method.

Fill in the blanks (correct the jumbled word) -

1-Staffing is concern with a proper _____ of employees. (intraing)

2-_____ is the function of management concern with obtaining utilizing and maintaining a satisfactory and satisfied work force. (ffstaing)

3-Staffing is the responsibility of ____ not of the personnel department. (agersman)

4----- is an activity to discover suitable ----- for an orgnisation. (mentrecruit, datescandi)

5-The recruitment process ends after the receipts of _____.(licationapp)

6-_____ is the process of choice making.(noitceles)

7-_____ is the process of imparting necessary _____ and _____ to employees to perform a job.(Gniniart , illsk , ledgeknow)

8-One of the objective of training is to make____ force more useful.(ruolab)

9-Development means the growth of employees at _____ of management.(level every)

10-Internship training is to make effective coordination between _____ education and _____ training.(ticaltheore, ticalprac)

11-In Apprenticeship training _____ should be kept under guidance and _____ of expert.(neetrai, visionsuper)

12-The training is imparted by a competent and experienced executive, who provides knowledge about the work tools equipment's techniques and situational problems, is called _____ training.(ductionin)

13-Recruitment is the process of ___ for prospective employees and stimulating them to apply for jobs in the organization.(chingsear)

14-By transfer of employee is a ___ sources of requirement (nalinter)

15 -Casual callers , campus requirement , requirementthrough advertisement are example of _____ sources of recruitment .(nalexter)

DIRECTING

1. Which one of the following is not an element of Directing?

- a.Motivation b.Communication c.Delegation d.Supervision

2.The motivation theory which classifies needs in hierarchical order,is developed

by

- a.Fred Luthans b.Scott c.Abraham Maslow d.Peter Drucker

3. Which one of the following is a financial incentive?

- a.Promotion b.Stock incentive c.Job Security d.Employee Participation

4.Which of the following is not an element of communication process ?

- a.Decoding b.Communication c.Channel d.Receiver

5.Grapevine is:

- a.Formal communication b.Barrier to communication
c.Lateral communication d.Informal communication

6.Status comes under the following type of barrier

- a.Semantic barrier b.Organisational barrier c.Non-semantic barrier
d.Psychological barrier

7.The communication network in which all subordinates under a supervisor communicate through supervisor only is:

- a.Single Chain b.Inverted-V c.Wheel d.Free flow

8.The highest level need in the need hierarchy of Abraham Maslow is:

- a.Safety need b.Belongingness need c.Self-actualisation need d.Prestige need

9. Name the type of formal communication in which communication flows from a subordinate to a superior.

- a. Upward communication b.Downward communication
c.Horizontal communication d.Vertical communication

10. It is the activity of influencing people to strive willingly for group objectives. Identify it.

- a. Motivation b.Leadership c. Communication d.Supervision

11.S Ltd assured their employees that in spite of recession no worker will be retrenched from the job. Name the type of incentive offered to the employees.

- a. Recognition b. Job enrichment c.Job Security d. Fringe benefit

12.At which level of management directing takes place ?

- a. Top b. Middle c.Low d.At every level

13. Name the style of leadership in which a leader gives orders and insists that they are obeyed.

- a. Democratic leadership b. laissez-faire leadership
c. Autocratic leadership d. Participative leader.

14.State the element of Directing which helps in implementing the principle of ‘Scalar Chain’

- a. Motivation b.Communication c.Supervision d.Leadership

15. Name the response of the receiver to the message.

a. Encoding b. Decoding c. Sender d. feedback

State whether the following Statements are True/False

1. Motivation is the process of stimulating people to action to accomplish desired goals.

2. The leader ensures performance of the routine work.

3. Self-fulfillment is one of the esteem needs.

4. Fear of challenge to authority is a Semantic barrier.

5. Financial incentives are mainly measurable in terms of money.

6. Maslow's theory focuses on the needs as the basis for motivation.

7. Rules and regulations are Organizational barriers in communication.

8. Salary is not the basic monetary incentive for every employee.

9. Career advancement opportunity does not motivate employees to improve performance.

10. Workers discussing about rumors that some employees are likely to be transferred is an example of informal communication.

11. Motivation reduces absenteeism and labour turn over.

12. Supervisor provides an important link between the management and the operative workers.

13. Leader attempts to change the behaviour of workers to get their maximum co-operation.

14. Faulty translation is not a barrier to communication.

15. Inadequate vocabulary and terms with multiple meanings are an example for semantic barriers.

FILL IN THE BLANKS

- 1.....is a pervasive function of management concerned with initiation of action.
- 2..... means overseeing the subordinates at work to ensure that they work according to the plans and policies of the enterprise.
- 3..... may be defined as the process of stimulating people to action to accomplish desired results.
- 4.Scheduling of work, issuing orders, and instructions to workers, providing guidance and leadership, motivation to workers, and handling of workers grievances are the functions of a....
5.is the ability to persuade others to work defined objectives enthusiastically.
- 6.The act of includes transmitting and receiving information from one person to another.
- 7.Need hierarchy theory of motivation was given by.....
- 8.The sender converts the message in to communication symbols by....
- 9.The element of directing which helps in implementing the principle of scalar chain is...
- 10.....is an inner state that energises, activates or moves and directs behaviour towards goals.
11. The quality of the leader which says that a leader must look at the things from other's point of view is
12. "Every manager from top executive to supervisor performs the directing function". The feature referred here is; directing is a
- 13The term which denotes employee benefits like housing, car allowance, medical benefits etc is....
14. The communication barrier in which a message is understood differently due to different state of mind of sender and receiver.
15. Increase in pay, promotion and recognition are examples for positive.....

MARKETING MANAGEMENT

MULTIPLE CHOICE QUESTIONS:

1. Which of the following is an activity of attracting public attention to a product or business as by paid announcements in the print, broadcast and electronic media?
a. Sales promotion b. Publicity c. Advertisement d. Personal selling
2. A company design its product with little or no input from customers, the company is practising which of the following concept?
a. Product b. Selling c. Production d. Marketing
3. The label on a soft drink can read 'cool and refreshing'. For what reason are these words used?
a. To encourage multiple purposes
b. To provide information
c. To promote the product
d. To satisfy legal requirements
4. Which of the following consists of short term incentives to encourage the purchase or sale of a product?
a. Publicity b. Sales promotion c. Advertising d. Direct marketing
5. Which of the following is known as a set of marketing tools used by the firm to pursue its marketing objectives in the target market?
a. Marketing mix
b. Promotion mix
c. Product mix
d. Offering mix
6. Market oriented firms focus on
a. Customers
b. Distributors
c. Retailers
d. Wholesalers
7. Which of the following BEST describes the consumers preference for products that are widely available to the
a. production concept
b. product concept

- c. selling concept
 - d. marketing concept
8. Decisions regarding covering area of a product are included in which of the following marketing strategy
- a. product
 - b. pricing
 - c. promotion
 - d. place
9. In which of the following marketing strategy, companies develop the brand name, brand image and product portfolio analysis
- a. product
 - b. pricing
 - c. promotion
 - d. distribution
10. Which one of the following is the functions of packaging
- a. product identification
 - b. product protection
 - c. facilitating use of the product
 - d. all of the above
11. Which one of the following are the levels of packaging?
- a. Zero level, one level. Two level
 - b. Direct, indirect and integrated
 - c. Primary secondary and transportation
 - d. None of the above
12. Brand concept does not include
- a. Digital marketing
 - b. Brand name
 - c. Brand identity and value
 - d. Brand personality
13. An audit which is used to assess a company's image among the public or to evaluate the effect of a specific programme
- a. Communication

- b. Sales promotion
 - c. Publicity
 - d. Public relation
14. If the aim of the company is to introduce a new consumer product, the company will use which of the following promotion mix to achieve high awareness level
- a. Advertising
 - b. Sales promotion
 - c. Personal selling
 - d. publicity
15. Which marketing philosophy focusses on lowering the cost of production by means of mass production and distribution
- a. Product concept
 - b. Production concept
 - c. Selling concept
 - d. Marketing concept

FILL IN THE BLANKS

1. ----- refers to a complete offer for a product or service having given feature like size taste, quality etc, at a given price available at a given location (market offering, product)
ANS: **market offering**
2. ----- is a sign ,symbol term or design used to identify the product (Brand, Label)
ANS: **Brand**
3. A brand or part of a brand that is given legal protection is called (Patent, Trade mark)
ANS: **Trade mark**
4. ----- performs the function of providing information required by law (Packaging, Labelling)
5. ----- is one of the element of marketing mix which involves cost and revenue (Price, Promotion)

6. ----- refers to the combination of all decision relating to promotion and sale of products and services (Promotion, Place)
7. 100 gm of bottle of sauce free with 1 kg detergent ----- technique of sales promotion (Product combination, Usable benefit)
8. ----- is the action of an organization for promoting goodwill between itself and the society
(Publicity, Public relation)
9. Personal selling tries to achieve 3 general goals, finding customers , convincing customers to buy and -----(avoiding repeat sales, keeping customers satisfied)
- 10.The two components of Marketing strategy are (Marketing objectives and promotions/target market and marketing mix)
- 11.----- is offering a product at less than list price(discount/ rebate)
- 12.Sony waived off 20% of the T V price is an example of ----- (Discount, full finance)
- 13.Ensuring availability of the product and services as and when required by the customers is ----- utility (Place, Time)
- 14.Macdonalds selling fast food items to the customers refers to ----- channel of distribution (Direct channel, one level indirect channel)
- 15.----- is a paid form of communication by an identified sponsor (Advertising, Personal selling)

GROUP WORK : ACCOUNTANCY CLASS XII

Accounting for Partnership: Fundamentals

I Multiple Choice Questions

1. In the absence of an agreement, interest on loan advanced by the partner to the firm is allowed at the rate of
 - a) 6%
 - b) 5%
 - c) 12%
 - d) 9%
2. Current accounts of the partners should be opened when the capitals are
 - a) Fluctuating
 - b) Fixed
 - c) Either Fixed or Fluctuating
 - d) None of these
3. Under Fixed Capital Method Profit will be credited to
 - a) Capital Account
 - b) Drawing Account
 - c) Current Account
 - d) Profit and Loss Account
4. In which year Indian Partnership Act was passed:
 - a) 1956
 - b) 1986
 - c) 1932
 - d) 1872
5. What is the rate of Interest on Capital when there is no Partnership Deed in the Partnership Firm
 - a) 5%
 - b) No Interest is allowed
 - c) 10%
 - d) 12%
6. The objective of Partnership is to
 - a) Earn profit
 - b) Not to earn profit
 - c) Welfare of members
 - d) None of these
7. Drawings of the Partners are:
 - a) Debited to Profit and Loss account
 - b) Credited to Profit and Loss account
 - c) Credited to Capital Account

d) Debited to Capital Account

8. What more can be added along with the capital in capital Account when it is Fixed on the Credit Side

a) Capital

b) Additional Capital

c) Drawings

d) Interest on Capital

9. Specify the Item which will be shown on the Debit side of Partners Capital Account when it is Fluctuating:

a) Salary

b) Commission

c) Drawings

d) Interest on Loan

10. Registration of limited liability partnership is

a) Compulsory b. Optional c. Not necessary

b) None of the above

11. Interest on Partners Drawings under Fluctuating Capital Account is Debited to:

a) Partners Capital Account

b) Profit and Loss Account

c) Drawings Account

d) None of these

12. Interest Payable on the Capitals of Partners is charged to:

a) Profit and Loss a/c

b) Profit and Loss Adjustment a/c

c) Realization a/c

d) Profit and Loss Appropriation a/c

13. Current a/c of a Partner

a) Will always have a credit balance

b) May have a debit or credit balance

c) Will always have a debit balance

d) Can never have a debit balance

14. The interest on Capital a/c of a partner under the fluctuating Capital account Method is credited to:

- a) Interest A/c
- b. P/L A/c
- c. Partners Capital Account
- d. None of these

15. Partners current accounts are opened when their capital a/c are

- a) Fixed
- b) Fixed and Fluctuating
- c) Fluctuating
- d) None of these

II Fill in the blanks

1. _____ is a relationship between persons who have agreed to share the profits and losses carried on by all or any one of them acting for all.
2. _____ are the persons who have agreed to carry on a business and share its profits and losses.
3. Partners carrying on the business are collectively known as _____
4. The name under which the business is carried on is called _____
5. _____ governs the Partnership Firm
6. In case _____ is silent on an issue, Provisions of the Partnership Act, 1932 are applied.
7. _____ means withdrawal by the partner from the firm in cash or kind for his/her personal use.
8. A written document is known as _____ details the terms and conditions of Partnership.
9. LLP is a business vehicle which comes into existence with the enactment of Limited Liability Partnership. Expansion of LLP is _____
10. P&L appropriation account is an extension of _____ a/c.
11. A partner who does not take part in the working of the firm is called _____.
12. Partnership may come into existence through _____.
13. Where partners capital is _____ the balance of capital keeps changing.
14. _____ Account will show always credit balance
15. _____ represent for carried on by all or any of them acting for all.

III True or False

1. In partnership, the partners act both as agent and principals of the firm
2. From the accounting point of view. Partnership is considered as a separate business entity
3. A partnership has a separate legal entity from its partners
4. According to Indian Contracts Act, 1872, every person except a minor, persons of unsound mind, and person disqualified by law.
5. The companies Act 2013 provides that the maximum number of partners that can be prescribed to be 100.
6. The written agreement among the partners is known as Memorandum of Understanding.
7. There may be a provision in the partnership deed that a particular partner or partners shall not bear the loss.
8. A partner as a principal is bound by the act of other partners
9. A partner as an agent, he represents other partners and thereby not bounds them through his acts.
10. While preparing P& L appropriation Account Matching Principle is to be followed.
11. Any amount payable to a partner such as interest on capital, salary, commission is appropriation of Profit and also a charge against profit.
12. Partnership Deed provides Interest on Capital of Partners when there is a loss in a year. Interest on capital will not be allowed in that year.
13. Valid Partnership can be formulated even without a written agreement between the partners.
14. Methods of settlement of dispute among the partners cannot be part of partnership deed.
15. Interest on loan is a charge against profit and therefore a partner is entitled to interest on loan whether the firm has earned profit or has incurred losses.

Admission of partner

Q1. General Reserve at the time of admission is transferred to:

- a. Revaluation Account
- b. Old Partner's Capital Accounts
- c. New Partner's Capital Account
- d. None of the above

Q2. Revaluation account is a:

- a. Real Account b. Personal Account c. Nominal Account
- d. Representative Personal Account

Q3. All the accumulated profits and/or losses at the time of admission are distributed in:

- a. New Profit Sharing Ratio
- b. Sacrificing Ratio
- c. Old Profit Sharing Ratio
- d. Not distributed

Q4. When a new partner brings cash for goodwill, the amount is credited to the:

- a. Premium for Goodwill Account
- b. Capital Account of New Partner
- c. Cash or Bank Account
- d. Goodwill Account

Q5. Suppose **A** and **B** sharing profits and losses in the ratio 5:3, admit **C** as a new partner giving him one fourth share. This will be given by **A** and **B**:

- a. Equally
- b. In the ratio of their profit sharing ratio
- c. In the ratio of their capitals
- d. None of these

Q6. At the time of admission of a new partner, the firm is:

- a. Dissolved
- b. Continued
- c. Not Effected
- d. Reorganised

Q7. At the time of admission of a new partner, an incoming partner brings in his share of goodwill:

- a. In Cash
- b. Does not pay Cash
- c. May or may not pay cash for Goodwill
- d. In kind

Q8. The nature of Goodwill is:

- a. Fictitious Asset
- b. Intangible Asset
- c. Current Asset
- d. Liquid Asset

Q9. If the adjustment in the values of assets at the time of admission of a partner shows profits, the same should be credited to the capital accounts of:

- a. The old partners in their new profit sharing ratio
- b. All partners in their new profit sharing ratio
- c. The old partners in their old profit sharing ratio
- d. Sacrificing ratio

Q10. X and Y are partners sharing profits in the ratio 3 : 2. Z is admitted with one fourth share in the profits which he acquires equally from X and Y. The new ratio will be:

- a. 9:6:5
- b. 19:11:10
- c. 3:3:2
- d. 1:1:1

Q11. A new partner may be admitted:

- a. With the consent of all Partners
- b. With the consent of $\frac{2}{3}$ rd of old Partners
- c. With the consent of any one Partner
- d. Without consent of old Partners

Q12. The alternative name of **Revaluation A/c** is:

- a. P&L A/c
- b. P&L Suspense A/c
- c. P&L Appropriation A/c
- d. P&L Adjustment A/c

Q13. The treatment of **Goodwill** at the time of reconstitution is given by which Accounting Standard:

- a. AS-21
- b. AS-26
- c. AS-24
- d. AS-06

Q14. K & L are partners in 3:2. They admit M into firm for $\frac{1}{5}$ th share. M has to bring ₹2,50,000 as his share of Capital. The Capitals of K & L after all adjustments stood at ₹2,70,000 & ₹3,00,000 respectively. Find his share of Goodwill:

- a. ₹86,000
- b. ₹80,000
- c. ₹57,500
- d. None of these

Q15. Premium for Goodwill amount is transferred to:

- a. Old Partners in Old Ratio
- b. Old Partners in Sacrificing Ratio
- c. All Partners including Incoming Partner in New Ratio
- d. Is not transferred

FILL IN THE BLANKS

16 The ratio which is sacrificed by old partners in favour of a new partner is called..... ratio.

17. Sacrificing ratio is calculated by Reducingratio from old ratio.

18. The accounting standarddeals with Goodwill.

19. When premium for goodwill is paid privately by a new partner entry will be passed.
20.Goodwill is the excess of desired total capital of the firm over the actual combined capital of all partners.
21. The another name of revaluation a/c is.....
22. Unrecorded asset is shown on the..... side of revaluation account.
23. Accumulated profits and reserves are transferred to Accounts in case of partner capitals are fixed.
24. The new ratio of existing partners is calculated by dividing remaining share of profit in theirratio.
25. The capital of the partners is always adjusted inRatio.
26. When new partner does not bring his/her premium for goodwill in cash or kind then theaccount is debited.
27. No. of Methods of valuation of Goodwill are.....
28. If the management of the firm is efficient, the goodwill will be.....
29. Surplus or deficiency will be transferred to partners..... account if not brought/paid in cash.
30. The goodwill is calculated by reducing from capitalized value of average profits.

STATE TRUE or FALSE

31. The ratio which is sacrificed by old partners in favour of a new partner is called gaining ratio .
32. Sacrificing ratio is calculated by reducing new ratio from old ratio.
33. The accounting standard 32 deals with Goodwill.

34. When premium for goodwill is paid privately by a new partner no entry will be passed.
35. Hidden Goodwill is the excess of desired total capital of the firm over the actual combined capital of all partners.
36. The another name of revaluation a/c is profit and loss account.
37. Unrecorded asset is shown on the debit side of revaluation account.
38. Accumulated profits and reserves are transferred to capital Accounts in case of partner capitals are fixed.
39. The new ratio of existing partners is calculated by dividing remaining share of profit in their old ratio.
40. The capital of the partners is always adjusted in old Ratio.
41. When new partner does not bring his/her premium for goodwill in cash or kind then the capital account is debited.
42. No. of Methods of valuation of Goodwill are three.
43. If the management of the firm is efficient, the goodwill will be lower
44. Surplus or deficiency will be transferred to partner's current account if not brought/paid in cash.
45. The goodwill is calculated by reducing net assets from capitalized value of average profits.

DISSOLUTION OF FIRM

- 1- Unrecorded Liabilities when paid are debited to-
- a) Realization account
 - b) Partners' capital account
 - c) Bank
 - d) None of the above
- 2- A firm is unable to pay its debts when-

- a) a partner is insolvent
- b) a partner has debit balance
- c) the firm is insolvent
- d) a suit against the firm

3-realization account is a –

- a) nominal account
- b) personal account
- c) real account
- d) impersonal account

4-when the realisation expenses are to borne by a partner. It is credited to-

- a) cash account
- b) realization account
- c) profit and loss account
- d) partners' capital

5-at the time of dissolution of firm, assets taken over by partner should be-

- a) credited to realisation account
- b) debited to realization account
- c) credited to partner capital account
- d) none of the above

6-unrecorded asserts realized at the time of realization is credited to-

- a) revaluation account
- b) capital account
- c) realization account
- d) none of these

7-unrecorded liability when paid on dissolution of a firm is debited to

- (a) Liability A/c
- (b) Partner's Capital A/c
- (c) Realisation A/c
- (d) None of these

8-Profit or loss on realization should be divided among partners in the

- (a) Profit sharing ratio
- (b) Equally
- (c) Capital Ratio
- (d) Lump sum ratio

9-General reserve appearing at the time of dissolution is transferred to

- (a) Bank A/c
- (b) Realisation A/c
- (c) Capital A/c
- (d) Loan A/c

10-Goodwill A/c is closed at the time of dissolution by transferring to:

- (a) Realisation A/c
- (b) Liabilities A/c
- (c) Capital A/c
- (d) Revaluation A/c

11-Realisation made in parts is called:

- (a) Distribution of capital
- (b) Piece meal distribution
- (c) Equal share
- (d) None of these

12-On dissolution of a firm, cash in hand is transferred to:

- (a) Realisation A/c
- (b) Partners' Capital A/c
- (c) Cash A/c
- (d) Creditor A/c

13-The first step in the dissolution process is to:

- (a) Prepare of Balance sheet on the date of dissolution
- (b) Distribute the available cash to the creditors
- (c) Distribute in P/L ratio

(d) Distribute in capital ratio

14-At the time of dissolution of the firm, loan from partner is:

- (a) Transfer to realization A/c
- (b) Not transfer to realization A/c
- (c) Transfer to partners' capital A/c
- (d) Transfer to Partners' Loan A/c

15-On dissolution of a firm, first we paid:

- (a) Outside Creditors
- (b) Partners' loan
- (c) Realisation Expenses
- (d) Share of Profit

State True or False-

- 1- Realisation Account is a real account.
- 2- At the time of dissolution an account including cash and bank are transferred to realization A/c.
- 3- On dissolution of a firm, business operation of the firm are closed down.
- 4- Balance of general reserve to transferred to partners' capital Account.
- 5- When partnership is dissolved, a liability taken by partner is debited to his capital A/c.
- 6- Partner's loan is transferred to the Realisation Account.
- 7- Advance to a partner is transferred to realization account
- 8- Investment fluctuation reserve is transferred to the realization account.
- 9- All fictitious assets are transferred to the partners' capital accounts in the ratio of their respective capitals.
- 10- Partner's private assets are first used for payment of partner's private debts.
- 11- The liability of the partners is joint and several.
- 12- In the absence of the partnership deed, interest on capital is provided @ 6% p.a.
- 13- Realisation expenses paid by partners on behalf of the firm are recorded in realization account and partners' capital account.
- 14- Partnership deed is compulsory for every firm.

15- Employees' provident fund is transferred to the capital accounts of the partners in their profit sharing ratio.

Fill in the Blanks. /Scrambled words

- 1- A Partnership firm comes to an end when the activities of the firm become _____ (fullawun)
- 2- When a firm decides to close its business, it is said to be ____ (vedsoldis)
- 3- Dissolution of ____ is different from dissolution of _____ (mirf,shipnerpart)

- 4- The firm is compulsorily ____ when all the partners or all excepting one partner die. (solveddis)
- 5- The firm is dissolved by ____ when a partner becomes of unsound mind. (truco)
- 6- The firm is dissolved by _____ when all the partners give e their consent. (mentagree)
- 7- If a partner takes over any liability, which is not recorded the amount is to be credited to ____ account. (sationreali)
- 8- The expenses of realization are _____ to realization account. (eddebit)
- 9- Unrecorded liability paid at the time of dissolution id debited to _____ account and credited to ____ Account. (sationreal, hsca)
- 10- Unrecorded assets realized at the time of dissolution is debited to ____ account and credited to _____ account. (shca, tionsareali)
- 11- Entry for the asset taken over by a creditor is _____ but entry for the net payment to the creditor is made. (dema not)
- 12- Goodwill account appearing in the books on the dissolution date is closed by transferring it to _____ side of the _____ account. (bitde , sationreali)
- 13- After making payment to third parties, the _____ to a partner is paid. (naol due)
- 14- Without partnership deed , interest on _____ is provided @ 6% p.a.
- 15- If any partner takes any assets from firm it should be also debited _____ account. (telcapi)

RATIO ANALYSIS

MULTIPLE CHOICE QUESTIONS

1. Which ratio is considered as safe margin of solvency?

- a) Liquid ratio
- b) Quick ratio
- c) Current ratio
- d) None of the above

2. The ideal level of current ratio is

- a) 4:2
- b) 2:1
- c) Both a and b
- d) None of the above

3. Current ratio is stated as a crude ratio because

- a) It measures only the quantity of current assets
- b) It measures only the quality of current assets
- c) Both a and b
- d) Offerings dimension

4. Liquid ratio is also known as

- a) Quick ratio
- b) Acid test ratio
- c) Working capital ratio
- d) Stock turnover ratio

- a) A and B
- b) A and C
- c) B and C
- d) C and D

5. Which of the following statements are true about Ratio Analysis?

- A) Ratio analysis is useful in financial analysis.
- B) Ratio analysis is helpful in communication and coordination
- C) Ratio Analysis is not helpful in identifying weak spots of the business.
- D) Ratio Analysis is helpful in financial planning and forecasting.

- a) A, B and D
- b) A, C and D
- c) A, B and C

d) A, B , C, D

6. The ideal level of liquid ratio is

- a) 1:1
- b) 3:2
- c) 4:5
- d) None of the above

7. Debt-equity ratio is a sub-part of

- a) Short-term solvency ratio
- b) Long-term solvency ratio
- c) Debtors turnover ratio
- d) None of the above

8. Liquid assets is determined by

- a) Current assets-stock-Prepaid expenses
- b) Current assets +stock+ prepaid expenses
- c) Current assets +Prepaid expenses
- d) None of the above

9. Which of the following is not included in current assets?

- a) Debtors
- b) Stock
- c) Cash at bank
- d) Cash in hand

10. Higher the ratio, the more favorable it is, doesn't stands true for

- a) Operating ratio
- b) Liquidity ratio
- c) Net profit ratio
- d) Stock turnover ratio

11. The most precise test of liquidity is

- a) Quick ratio
- b) Current ratio
- c) Absolute Liquid ratio
- d) None of the above

12. Quick ratio is 1.8:1, current ratio is 2.7:1 and current liabilities are Rs 60,000.
Determine value of stock.

- a) Rs 54,000

- b) Rs 60,000
- c) Rs 1, 62,000
- d) None of the above

13. Collection of debtors

- a) Decreases current ratio
- b) Increases current ratio
- c) Has no effect on current ratio
- d) None of the above

14. The relationship between two financial variables can be expressed in:

- a) Pure ratio
- b) Percentage
- c) Rate or time
- d) Either of the above

15. Liquidity ratios are expressed in

- a) Pure ratio form
- b) Percentage
- c) Rate or time
- d) None of the above

TRUE/FALSE QUESTIONS ON RATIO ANALYSIS

1. The ratio analysis is helpful to management in taking several decisions, but as a mechanical substitute for judgment and thinking, it is worse than useless.
2. Stock is considered as a liquid asset as anytime it can be converted into cash immediately.
3. Short term solvency ratio consists of Debt equity ratio?
4. The ideal current ratio is 3:1?
5. The current ratio of a company is 2: 1. The company issues shares for cash. This transaction would increase the current ratio.
6. "Payment of final dividends already declared "will improve the current ratio?"
7. Issue of bonus share affect debt to equity ratio.
8. High total asset to debt equity ratio indicates profitable situation in a firm.
9. The current ratio is 2:1 and " bills receivables dishonoured" will improve
10. Stock that comes in current asset but excluded from quick asset
11. The bills receivables endorsed to creditors would improve current ratio
12. Conversion of debentures into equity would have no effect on the current

13. Sale of stock in trade at loss on credit would improve current ratio
14. Cash collected from debtors' would improve the current ratio
15. Stock turnover ratio judges the profitability of an organisation

FILL IN THE BLANKS

1. ----- ratios are a measure of the speed with which various accounts are converted into sales or cash
2. The ----- ratios are primarily measures of return
3. The ----- is useful in evaluating credit and collection policies.
4. The-----measures the activity of a firm's inventory
5. The ----- may indicate the firm is experiencing stock outs and lost sales.
6. ABC Co extends credit terms of 45 days to its customers. Its credit collection would be considered poor if its average collection period was_____

7. -----are especially interested in the average payment period , since it provides them with a sense of the bill- paying patterns of the firm.
8. The ratios which reveal the final result of the managerial policies and performance is _____
9. Return on investment is a_____
- 10.The ratio which measures the profit in relation to capital employed is known as
- 11.If the current ratio is 2: 1 cash collected from debtors' would _____ current ratio
- 12.Assuming that the debt –Equity ratio is 1:2, the ratio will _____in case equity shares are issued for cash.
- 13.If the debt equity- ratio of a company is 2:1,the conversion of debentures into equity shares will _____ debt equity- ratio.
14. If current ratio is 2:1 payment of final dividend already declared would _____ current ratio.

15. High _____ ratio indicates that a unit of investment in stock is producing more sales.

CASH FLOW STATEMENT

MULTIPLE CHOICE QUESTIONS

1. The following items would be classified as operating activities on the statement of cash flows
 - (a) Payment for inventory, payments for salaries, cash received from sale of goods
 - (b) Payments on loan, payments for taxes, payments for rent
 - (c) Acquisitions of equipment, payment of dividends , revenue
 - (d) Proceeds from borrowing ,payments of dividends, purchases of supplies

2. The following items would be classified as investing activities on the statement of cash flows
 - (a) Sale of goods , receipt of dividends, repurchase of firms own stock
 - (b) Proceeds from borrowing, payment of dividends, receipt of dividends
 - (c) Sale of property, purchase of equity securities, loan to others
 - (d) Proceeds from borrowing, payment of dividends, receipt of dividends
3. The following items would be classified as financing activities on the statement of cash flows
 - (a) Payments for inventory, payments to lenders, payments for taxes
 - (b) Sale of goods, repayment of debt, loans to others
 - (c) Proceeds from borrowing, payment of dividends , repayment of debt
 - (d) Loans to others, returns from loans to others, acquisition of land
4. Which item may be of concern when analyzing cash flow from operating activities?
 - (a) Repayment of debt
 - (b) payment of dividends
 - (c) increasing inventories
 - (d) decreasing accounts receivable
5. Cash flow statement is governed by which accounting standard?
 - a) Accounting standard-10

- b) Accounting standard-3
- c) Accounting standard-6
- d) Accounting standard-12

6. Identify one example of operation activity for a non-finance enterprise?
- a) Interest received from investment
 - b) Payment of interest on debentures
 - c) Sale of asset
 - d) Cash received from the sale of goods
7. Identify one example of cash and cash equivalents?
- a) Payment of dividend
 - b) Marketable securities
 - c) Bank overdraft
 - d) Purchase of furniture
8. Identify the transaction that would be shown under cash flow from financing activities.
- a) Issue of shares
 - b) Goodwill written off
 - c) Sale of investment
 - d) Receipt of dividend
9. Classify the 'Sale of buildings' as
- (a) Operating activities
 - (b) Investing activities
 - (c) Financing activities in cash flow statement.
 - (d) Cash and cash equivalents
10. How will you treat 'issue of debentures' while preparing cash flow statement?
- a. Financing activity as outflow of cash.
 - b. Operating activity as inflow of cash
 - c. Investing activities as outflow of cash
 - d. Financing activity as inflow of cash.
11. Classify the 'interim dividend paid on equity shares' into
- (a) Operating activities
 - (b) Investing activities and

- (c) Financing activities.
- (d) Cash and cash equivalents

12. Depreciation charged by a company will result in

- a) Inflow
- b) Outflow
- c) No Flow
- d) Investing activities

13. Dividend paid by a finance company is classified under which kind of activity while preparing

Cash flow statement?

- (a) Operating activities
- (b) Investing activities and
- (c) Financing activities.
- (d) Cash and cash equivalents

14. Payment of cash to creditors will result in?

- a) Inflow
- b) Outflow
- c) No Flow
- d) Financing activities

15. Identify the various activities in cash flow statement?

- (a) Operating activities
- (b) Investing activities
- (c) Financing activities
- (d) All the above

ISSUE OF SHARES

TRUE/ FALSE QUESTIONS

1. A company is an organization formed by an association of person through a process of law for undertaking (usually) a business venture.

2. Separate legal entity is not a feature of a company.
3. Authorized share capital is the maximum amount up to which a company can issue shares.
4. Issued capital is a part of subscribed capital
5. Equity shares are the shares that are not preference shares.
6. Shares can be issued only for cash consideration
7. Over subscription of shares means shares offered for subscription are less than shares applied
8. Securities Premium Reserve can be utilized for the purpose prescribed in Section 25(2) of the Companies Act 2013
9. Shares can be issued (i) at par or (ii) at premium.
10. Discount on reissue cannot exceed the forfeited amount
11. When shares are reissued at discount such discount is debited to forfeited share account.
12. If the discount on reissue is less than the amount forfeited the surplus is transferred to Reserve Capital.
13. If the shares are reissued at a price which is more than the nominal value of the shares the excess amount is credited to Capital Reserve.
14. Private placement of shares refers to issue and allotment of shares to a selected group of persons.
15. ESOP is the plan for granting options to subscribe shares by employees and Employee Directors.

FILL IN THE BLANK QUESTIONS

1. A public ltd. Company should haveminimum directors.
2. Permission from central government to issue share capital is required if nominal capital exceeds Rs. _____. (1 crore)
3. The part of authorized capital which can be called up only on liquidation is known as _____. (Reserve capital)
4. Share application & allotment isA/c. (Personal)
5. Payment of Interest on is at the discretion of the company.
(Calls in advance)

6. Securities premium A/c is shown under the head (Reserve & surplus)
7. Issued share capital of a company can't exceed share capital. (Authorised)
8. The shares which are issued by a company to its employees are known as Shares. (Sweat equity)
9. Issue of shares at discount must be authorised by a resolution passed in general meeting & sanctioned by Govt. (Central)
10. Shares cannot be issued at by a new company. (Discount)
11. The issue in which preference is given to existing shareholders is known as Issue. (Right)
12. Share capital is shown in the part of Balance Sheet. (Equity & Liabilities)
13. Shares are shown under subscribe & fully paid-up. (Fully Called & paid)
14. The capital mention in the memorandum of association is known as (Authorised share capital)
15. of shares are meant for allotment to selected group of persons. (Privet placement)

MULTIPLE CHOICE QUESTIONS

1. Premium on issue of shares can be used for
 - a. Issue of fully paid bonus shares.
 - b. Distribution of profit.
 - c. Transferring to General Reserve.
 - d. None of the above.
2. If a share of Rs. 10 issued at a premium of Rs. 2 on which the full amount has been called and Rs. 8 (including premium) paid is forfeited the share capital account should be debited with
 - a. Rs. 12
 - b. Rs. 10
 - c. Rs. 8
 - d. Rs. 6
 - a. If a share of Rs. 10 on which Rs. 8 has been called and Rs. 6 is paid is forfeited, the share capital account should be debited with

- a. Rs. 10
 - b. Rs. 8
 - c. Rs. 6
 - d. Rs. 2
3. Balance in forfeited shares Accounts is shown in the Balance Sheet under the head of
- a. Other Current Liabilities
 - b. Reserve and Surplus
 - c. Share Capital
 - d. Long-term Borrowings
4. When shares are forfeited, Share Capital Account is debited with
- a. Nominal values of shares
 - b. Called-up values of shares
 - c. Paid-up values of shares
 - d. Market value of shares
5. Under which head calls in advance is shown
- a. Share Capital
 - b. Reserves & Surplus
 - c. Other long-term liabilities
 - d. Other Current liabilities
6. Shares cannot be issued at
- a. Par
 - b. Premium
 - c. Discount
 - d. None of these
7. Share capital a/c is debited at the time of
- a. Forfeiture of shares
 - b. Receipt of application money
 - c. Allotment of shares
 - d. All of above
8. It is the process by which the employee is given the right to apply for shares of the company against ESOP.
- a) Grant

- b) b) Vesting
- c) c) Exercise
- d) d) Offer

9. Forfeited shares become the property of the Company and the Directors have the authority to reissue them.....

- a) At Par
- b) b) At Premium
- c) c) At Discount
- d) d) All of these

10. Reissue price of shares cannot beto/than the amount unpaid on forfeited shares.

- a) Less
- b) b) More
- c) c) Equal
- d) d) None of these

11. The minimum and maximum number of directors for a One Person Company.

- a) 2 & 13
- b) 3 & 13
- c) 2 & 15
- d) 3 & 15

12. The rate of interest charged on Calls in Arrear and Calls in Advance as per Table F of Companies Act,2013.

- a) 5% & 6%
- b) 6% & 5%
- c) 12% & 10%
- d) 10% & 12%

13. A Public Company can adopt Table.....as Articles Of Association as per Companies Act 2013.

- a) A
- b) B
- c) E
- d) F

14. Equity share capital is classified as ----- .

a) Ownership fund

b) Borrowed Fund

b) c) Reserve Fund

c) d) Sinking Fund

REDEMPTION OF DEBENTURES

True / False

1. Coupon rate is a specified interest rate payable on debenture. T
2. Interest on debentures is payable only when company earns profits. F
3. Zero coupon bonds are issued at a price substantially below the maturity value. T
4. Deep discount bonds are issued at a price substantially below the maturity value .T
5. In India debentures issued by companies have necessarily to be secured. T
6. A bearer debentures is one which is transferable by mere delivery .T
7. Convertible debentures is one which can be convertible to cash .F
8. Debenture holders are receiving dividend at a fixed percentage. F
9. Debenture holders are not members of the company. F
10. 8% debentures means debentures carrying interest at 8%.T
11. Debentures are shown on the assets side of the balance sheet. F
12. Primary security and collateral security is one and the same thing. F
13. Premium on redemption of debentures is a personal account. T
14. Redemption of debentures implies the payment of interest in time. F
15. A company cannot purchase its own debentures. F

Fill in the blanks

16. Profit on the cancellation of own a debenture is Profit. Talpica
17. Profit on cancellation of own debentures is Talpica
reesver
18. If the debentures purchased in the open market are not cancelled these will
appear on the Side of the balance sheet. stessa
19. Company is exempted from creating “Debenture Redemption
Reserve” by the SEBI (anbkgin)
20. Debenture Redemption Reserve is transferred to after redeeming all the
debentures. (negrale verse)
21. Debentures can be redeemed by (nnaual wdrinags)
22. Debentures can be redeemed by (vreconisno)
23. 15% of the amount of debenture to be redeemed in(IDR
COCAUNT)
24. Debentures issued at a premium are credited to (repiumm ecursity
servere account)
25. Infrastructural companies are to create (52)% in DRR.
26. Debentures are converted in to(hsaers)

27. Tax on interest on investment received is debited to (DTS
OLLCECETD) account.
28. If debentures are redeemable at premium, it is debited to (olss on
ssiue of dentbeure account).
29. The provision of Companies Act is to protect (bedenture dhoerls
account)
30. DRR need not be created, if the debentures are (crteonverd) into
shares

MCQs:

1. The provision of the companies Act, 2013 in respect of debentures are to protect the interest of
 - (a) Debenture holders (b) Shareholders (c) Creditors (d) Bankers.
2. Premium payable on redemption of debentures is in the nature of
 - (a) Personal account (b) real account (c) nominal account (d) none
3. In case of debentures Rs. 70,000 are issued at par but redeemable at premium of 5%, the premium payable is debited to
 - (a) Discount on issue of debentures account (b) premium account (c) loss on issue of debenture account (d) profit on redemption account.
4. In case of debentures of Rs. 50,000 redeemable at premium were purchased from open market at below the face value. Gain on cancellation is transferred to
 - (a) P&L account (b) general reserve account (c) capital reserve account (d) gain on redemption account.
5. Ullas Ltd. Decides to redeem 8% debentures of Rs.2, 00, 00 at par. The company will have to invest in specified securities at least
 - (a) Rs. 30,000 (b) Rs. 50,000 (c) Rs. 2,00,000 (d) none
6. Sevan star Ltd. Decides to redeem 5000 9% debentures of Rs. 100 each on 31st October, 2016. The company should invest in specified securities on or before
 - (a) 31st October 2016 (b) 30th April 2016 (c) 30th April 2015 (d) 31st December 2015.
7. X company Ltd. Decides to redeem 2000, 12% debentures of Rs. 50 each on 31st May 2016. The company should invest in specified securities on or before
 - (a) 31st December 2015 (b) 31st May 2016 (c) 31st May 2015 (d) 30th April 2016
8. Umbrella Ltd. has issued 5000 12% debentures of Rs. 100 each. As per the terms of issue these debentures are convertible into fully paid shares of Rs. 10 each at par. How many shares shall be issued?

(a) 5000 (b) 50,000 (c) 500 (d) 100

9. Y Ltd. Had issued 10,000 15% debentures of Rs. 100 each at a discount of 10%, these debentures are to be converted in to fully paid shares of Rs. 10 each. The company will issue

(a) 10,00,000 shares (b) 1,00,000 shares (c) 90,00 shares (d) 80,000 shares

10. Which of the following type of companies are not required to create DRR as per companies Act 2013?

(a) Construction companies (b) infrastructure companies (c) banking companies (d) manufacturing companies.

11. As per the companies Act, 2013 at the time of redemption of debentures it is required that a company to transfer at least an amount equal to 25% of the value of debenture to:

(a) General reserve (b) DRR (C) Debenture holders account (d) none

12. Bright Ltd. Had issued 16000 debentures of Rs. 1000 each fully convertible into shares. How much amount should be transferred to DRR?

(a) Rs. 1, 60, 00,000 (b) Rs. 40, 00,000 (c) Rs. 24, 00,000 (d) none

13. Debentures can be redeemed by

(a) Issue of new shares (b) existing share (c) accumulated profit (d) all the above

14. Debentures can be redeemed by

(a) Annual drawings (b) conversion (c) open market purchase (d) all the above

15. Profit on cancellation of own debentures is

(a) Revenue profit (b) capital profit (c) operating profit (d) trading profit.

SEMINAR PRESENTATION

BRAND TRANSITION

MARY PARKER FOLLET GROUP

INTRODUCTION:

- Every brand and company faces hurdles at some point that challenge their ability to either maintain the original brand promise or continue to define it with original core customers that helped build the brand.

- Indeed, moving brand from one place to a new position is often required to stay in business.

For example:

- Amazon of 10 year ago is not the amazon of today.

Oil companies mostly recognised the need to find new sources of energy across the board, invest heavily in this area and now position themselves as energy companies.

What is the best way to make the transition from being a firm known (by one name) for producing a line of basic products, to a firm capable of endorsing brands (with the same name) in more sophisticated (but fundamentally related) product categories? It is not just an issue of brand or line extensions and remaining focused, it's an issue of the parent corporate brand (endorser) having the same name as the brand of basic products it originally made it's reputation in, but needing a more modern and sophisticated image to be a credible endorser. The brand at the product level has somewhat traditional values which may hold back the brand's ability to endorse more sophisticated branded products.

Out with the old, in with the new:

- A brand transition can be anything from a company acquisition to a product makeover. When your company goes through any sort of brand transition, search marketers must be ready to make significant changes to avoid depleting their customer bases, hurting their brand reputation, or losing popularity.

What is meant by the transition period?

1. change or passage from one state or stage to another.
2. the period of time during which something changes from one state or stage to another.

It is very important in any brand transition the first thing should be the “customer”. Before we market any new features or products, we need to make sure the customers know about the brand transition.

Managing Brand Transition

When brands need to change – and evolving styles, trends, technologies, business models and new product offers eventually push all brands to change – design plays a key role if and when it is linked to a strategy that consolidates or increases share in existing markets, or advances the brand into new segments and categories.

Evolutionary strategy :Evolutionary design, as it implies, is made up of smaller incremental changes that do not fundamentally alter the character of a brand. These changes can range from functional to cosmetic, subtle to significant, but the overall message is one of continuity.

when a **revolutionary strategy** is required, every aspect of the brand is up for scrutiny and possible positional change. When done right, giving new vitality to a brand – be it evolutionary or revolutionary – can successfully differentiate and modernize it, signal a new direction to the market, or shift consumer perceptions in a positive way

Advantages of brand extension strategy

According to David Taylor , this strategy of brand extension is popular because it is less risky and cheaper compared to the creation of a new brand.

Taylor emphasizes the advantages connected to this strategy instead of brand creation as following:

1. **Consumer knowledge:** the remaining strong brand used to “promote a new product” makes it less critical to create “awareness and imagery”. The association with the main brand is already done and the “main task is communicating the specific benefits of the new innovation” Taylor .
2. **Consumer trust:** the existing well-known-strong brands represent a promise –of quality, useful features etc. - for the consumer. Thus, the extension will benefit from this fame and this good opinion about the brand to create “a compelling value proposition in a new segment or markets” Taylor
3. **Enhancement of brand visibility:** when a brand appears in another field it can “be a more effective and efficient brand-building approach than spending money on advertising” In addition, he suggests that the relationship with loyal customers will be strengthen because they will use the brand “in another context” and it is expected as well that they will rather this brand to the competitors’ one.
4. **Provide a source of energy for a brand:** the brand image-especially when the brand is a bit tired- is expected to be reinforced by the extension. Indeed, this latter gives energy to the brand because it increases the frequency with which the brand is associated with good quality, innovations and large range of products.

Disadvantages of brand extension strategy.

However, this strategy cannot only have advantages.

1. **Dilution of the existing brand image:** It underlines that the extensions are using the most important asset of the company that i.e. its brand name. It can be a major advantage
2. for the extension but it represents as well a huge risk for the existing brand because the brand image can be diluted.
3. **Cannibalization:** It states that the extensions can cannibalize the existing products of the brand when there are positioned in a close market. It means the extensions sales are increasing while those of the existing brand's products are following the opposite curved. It also underlines that these good sales figures for the extensions can 10 not compensate the damage produced to the original brand's equity. He argues that this situation is however better than seeing this happening with a competitor's brand.
4. **Disaster can occur :** It explains that a disaster which cannot be controlled by the firm – e.g. that Firestone tires used for the Ford Explorers were potentially unsafe- can happen to any brand. The more extensions the brand made, more important the damages will be.

4 Keys to Ensure a Smooth Transition

1. Make sure you're clear about what a brand is.

A brand is much more than your logo. A brand is the sum of the messages, interactions and experiences that a customer has with your product, services and people.

To customers, a brand is the promise of an experience as well as their experience of that promise delivered. A brand is a valuable asset that must be nurtured by delivering valuable content in social media; friendly, quick customer service; personal and authentic responses to every customer who contacts you; and respecting customers' desires to opt in or out of direct marketing contact with your brand.

2. Maintain control of the rebranding process.

Because a brand equates to a company's crown jewels, people can be sensitive about any shift whatsoever. As a result, a renaming effort can easily deteriorate into personal likes/dislikes of

executives or owners (or even what their spouses think). Consider hiring an unbiased consultant or agency to facilitate the process and outcome.

As your effort unfolds, ground your brand in a strategy that reflects not only the brand's origins but also its ultimate destination in the current and future marketplace. Some aspects of your brand (great sensory appeal, supreme customer service, excellent training, meeting deadlines,

etc.) will probably never change, but keep an open mind. Small ideas can grow larger, and seemingly big ideas can diminish over time, depending on marketplace demands, competition, tech breakthroughs and the like.

3. Understand that a brand has two owners: The marketer owns 50 percent, and the customer owns 100 percent.

The marketer produces messages, products and services. But your customers experience the brand, and in the digital age, they are in ultimate control of whether they will ignore your messages, view/listen to them, share them with or without favorable comments, or make a purchase.

The takeaway: During your rebranding, check in with customers and include employees who have the most customer contact as major players. Tap the knowledge of a sample of the internal people who deliver your brand's experience—folks on the helpline, installers, employees in the returns department, and even the back-office staff, line workers and warehouse crew. Their feedback can be crucial for ensuring a positive customer experience.

Another benefit of inclusion: When you ask for, listen to and acknowledge multiple contributions from your employees, people within the company will feel they have been heard and then will be less likely to criticize and more likely to own the result. The worst course is to decide branding issues at the top level and then dictate to the troops who must deliver the brand experience. You risk a loss of buy-in and relevancy.

4. Protect your brand.

Once you've refreshed (or designed) your brand, appoint a brand champion. This key leader typically is a senior person in marketing, and he or she will publish a brand style guide. This

person also will police internal and external communications (advertising, public relations, sales, retail sites, correspondence, etc.) to be sure that all employees use the appropriate logo, icon, tagline and templates for ads, emails, direct marketing, social media—every outgoing message in every medium. A brand united by look, feel and message is the goal wherever the customer engages.

SUMMARY

- Don't be afraid to change things.
- Monitor branding strategies implemented by group companies.
- Conduct Brand Audits-to keep a check on brand failures.
- Financial Impact – measure return on investment.
- Customer loyalty and consumer perception.
- Your brand is a backbone of your business strategy.
- Consistently ask yourself if your image and customer experience is consistent with your desired brand.

Positioning

The brand transition strategies available typically fall into one of the two categories-

(1) **Consolidation strategies** -where the brand and or product acquired will either be migrated into existing brands or eliminated within a given time frame.

(2) **Integration strategies** – the brand and /or products acquired will be integrated into a strategy alongside existing brands within a given time frame.

_FedEx's 2004 acquisition of kinko's.

-making the transition from old to new.

-when transition to a new brand identity , explaining WHY is key –whichever transition method you choose , no matter how big or small the change ,clarity in the reason behind the change is vital. Confusion is a killer for a rebrand.

-A merger, acquisition or organizational structure is an obvious reason for an identity change.

“Google is amazing, Google is great. “Did you see the new brand?

It looks awesome –and it’s so on -point! Perfectly executed.

-As your business and market changes, so should your brand. But should the design strategy be subtle or significant, evolutionary or revolutionary?

Evolutionary strategy-is made up of small incremental changes that do not fundamentally alter the character of a brand.

CORPORATE SOCIAL RESPONSIBILITY

HENRY FAYOL GROUP

INTRODUCTION TO CSR

The concept of Corporate Social Responsibility can be explained quite simply; it is doing the right thing. Corporate Social Responsibility, or CSR for short, is about how your organisation’s existence affects stakeholders beyond your own insular interests, recognising the impact your operations have on the community at large.

Adopting CSR considers how you can use this impact in a positive way, leading to sustainable growth and financial gains. Over the years, CSR has become more and more popular; back in 2007 more than 80% of the FTSE 100 index reported on Corporate Social Responsibility within their Annual Report.

DEFINITION

Corporate social responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders.

ARGUMENTS FOR CSR

The following arguments favour corporate social responsibility:

1. Protect the interests of stakeholders:

Labour force is united into unions which demand protection of their rights from business enterprises. To get the support of workers, it has become necessary for organisations to discharge responsibility towards their employees.

Caveat emptor ('let the buyer beware'), no more holds true. Consumer today is the kingpin around whom all marketing activities revolve. Consumer does not buy what is offered to him. He buys what he wants. Firms that fail to satisfy consumer needs will close down sooner or later. Besides, there are consumer redressal cells to protect consumers against anti-consumer

activities. Consumer sovereignty has, thus, forced firms to assume social responsiveness towards them.

Firms that assume social responsibilities may suffer losses in the short-run but fulfilling social obligations is beneficial for long-run survival of the firms. The short-term costs are, therefore, investments for long-run profitability.

2. Long-run survival:

Business organisations are powerful institutions of the society. Their acceptance by the society will be denied if they ignore social problems. To avoid self-destruction in the long-run, business enterprises assume social responsibility.

3. Self-enlightenment:

With increase in the level of education and understanding of businesses that they are the creations of society, they are motivated to work for the cause of social good. Managers create public expectations by voluntarily setting and following standards of moral and social responsibility.

They ensure paying taxes to the Government, dividends to shareholders, fair wages to workers, quality goods to consumers and so on. Rather than legislative interference being the cause of social responsibility, firms assume social responsibility on their own.

4. Avoids government regulation:

Non-conformance to social norms may attract legislative restrictions. Government directly influences the organisations through regulations that dictate what they should do and what not. Various agencies monitor business activities.

For example, Central Pollution Control Board takes care of issues related to environmental pollution, Securities and Exchange Board of India considers issues related to investor protection, Employees State Insurance Corporation promotes issues related to employees' health etc. Organisations that violate these regulations are levied fines and penalties. To avoid such interventions, organisations have risen to the cause of social concerns.

5. Resources: Business organisations have enormous resources which can be partly used for solving social problems. Businesses are the creation of society and must work in the best interest of society, both economically and socially.

Arguments against CSR:

Corporate social responsibility is limited on the following grounds:

1. Business is an economic activity:

It is argued by the opponents of social responsibility that basic function of a business enterprise is to look into economic viability of its operations. It is for the Government to look after interests of the society. The prime responsibility of assuming social responsibility should, therefore, be of the Government and not of the business enterprises.

2. Quantification of social benefits:

What measures social responsibility and to what extent should a business enterprise be engaged in it, what amount of resources should be committed to the social values, whose interest should hold priority over others (shareholders should be preferred over suppliers or vice versa) and numerous other questions are open to subjective considerations, which make social responsibility a difficult task to be assumed.

3. Cost-benefit analysis:

Any social-benefit programme where initial costs exceed the benefits may not be taken up by enterprises even in the short-run.

4. Lack of skill and competence: Professionally qualified managers may not have the aptitude to solve the social problems.

5. Transfer of social costs:

Costs related to social programmes are adjusted by the business concerns in the following ways:

(a) High prices:

The costs are passed to consumers by increasing prices of goods and services.

(b) Low wages:

If managers maintain the level of prices, the social costs may be reflected in reduction of wages.

(c) Low profits:

If wages are stabilized, profits would be reduced, which will lower dividends to the shareholders. Low profits will reduce managers' desire to further engage in corporate social responsibility

6. Sub-optimal utilisation of resources:

If scarce resources are utilised for social goals, this would violate the very purpose of existence of an organisation.

Four Types of Corporate Social Responsibility

Economic Responsibilities

A company's first responsibility is its economic responsibility -- that is to say, a company needs to be primarily concerned with turning a profit. This is for the simple fact that if a company does not make money, it won't last, employees will lose jobs and the company won't even be able to think about taking care of its social responsibilities. Before a company thinks about being a good corporate citizen, it first needs to make sure that it can be profitable.

Legal Responsibilities

A company's legal responsibilities are the requirements that are placed on it by the law. Next to ensuring that company is profitable, ensuring that it obeys all laws is the most important responsibility, according to the theory of corporate social responsibility. Legal responsibilities can range from securities regulations to labor law, environmental law and even criminal law.

Ethical Responsibilities

Economic and legal responsibilities are the two big obligations of a company. After a company has met these basic requirements, a company can concern itself with ethical responsibilities. Ethical responsibilities are responsibilities that a company puts on itself because its owners believe it's the right thing to do -- not because they have an obligation to do so. Ethical responsibilities could include being environmentally friendly, paying fair wages or refusing to do business with oppressive countries, for example.

Philanthropic Responsibilities

If a company is able to meet all of its other responsibilities, it can begin meeting philanthropic responsibilities. Philanthropic responsibilities are responsibilities that go above and beyond what is simply required or what the company believes is right. They involve making an effort to benefit society -- for example, by donating services to community organizations, engaging in projects to aid the environment or donating money to charitable causes.

Responsibility of a Business towards Different Sections of Society

1. Employees:

No Enterprise can succeed without the whole-hearted cooperation of the employees. Responsibility of business towards employees is in the form of training, promotion, proper selection, fair wages, safety, health, worker's education, comfortable working conditions, participation management etc.

The employees should be taken into confidence while taking decisions affecting their interests. The workers should be offered incentives for raising their performance. Mental, physical,

economic and cultural satisfaction of employees should be taken care of. If business looks after the welfare of employees then they will also work whole heartedly for the prosperity of business.

The committee that conducted 'social audit' of TISCO (Tata Iron and Steel Company) observes, "not only should the company carry out its various obligations to the employees as well as the larger community as a matter of principle, but this has also led to a higher degree of efficiency in TISCO works and an unparalleled performance in industrial peace and considerable team spirit and discipline which have all resulted in high productivity and utilisation of capacity." Thus, by discharging its responsibility to employees the business advances its own interests.

'TATAS' have been the first to enforce certain laws in favour of employees. Similarly Godrej & Boyce, Shriram Industries and TVS groups are also good employers. Financial position of company and economic conditions of nation should be taken into consideration while spending on labour welfare during performance of responsibility towards employees.

2. Owners:

Business is accountable towards owners as well as managing business profitably, ensuring fair and regular return on capital employed, consolidating financial position of business, guaranteeing capital appreciation so as to enable the owners to withstand any business contingencies.

3. Consumers:

Responsibility of business towards consumer extends to:

(i) Product:

Quality goods should be produced and supplied. Distribution system should make goods easily available to avoid artificial scarcities and after sales service should be prompt. Buying capacity and consumer preferences should be taken into consideration while deciding the manufacturing policies. The care must be exercised in supplying the goods of quality which has no adverse effect on the health of consumers.

(ii) Marketing:

To avoid being misled by wrong claims about products through improper advertisements or otherwise, the consumer should be provided full information about the products including their adverse effects, risks and care to be taken while using the products.

Consumers all over the world are, by and large, dissatisfied because the performance of businessman is far from satisfactory. Consumer is not the king in our country but a vehicle used by businessmen for driving towards the goal of profit maximisation.

As a result of which the concept of 'consumerism' has come up to protect the rights of consumers. Even the government is interfering in a big way to protect the interests of consumers.

4. Government:

A number of legislatures are formed from time to time by the government for proper regulation and control of business. Businessmen should comply with all legal requirements, execute government contracts, pay taxes honestly and in time, make services of executives available for government, suggest measures and send proposals to enact new laws for the business.

A number of taxes are imposed on business for collecting revenue. Businessmen should pay various taxes in time and help government in collecting funds. They should not resort to tax evasions rather declare their incomes honestly and correctly.

But series of raids conducted on business houses clearly show that businessmen have failed to discharge their responsibility towards government.

5. Shareholders:

Shareholders who are the owners of business should be provided with correct information about company to enable them to give them true and fair position of the company to enable them to decide about further investments.

Company should provide a fair return on the investment made by shareholders. If shareholders do not get proper dividend then they will hesitate to invest additional funds in the concern. Shareholders should be kept fully informed about the working of the company for healthy growth of the business. The Companies Act 1956 also requires company to give full disclosure in the published statements.

Company should strengthen the share prices by its growth, innovation and diversification. At the same time shareholders shall also offer wholehearted support and co-operation to the company to protect their own interests.

6. Community:

Responsibility of business towards community and society includes spending a part of profits towards civic and educational facilities. Every industrial undertaking should take steps to dispose of Industrial wastes in such a way that ecological balance is maintained and environmental pollution is prevented.

Rehabilitating the population displaced by business units should also be part of responsibility of business? Business houses should set up units at those places where sufficient space is available

for housing colonies of workers. The promotion of small scale industries will help not only nation but will also help in building up a better society.

7. Environment:

Business should protect the environment which has acquired great importance all over the world. Business can discharge the responsibility of protecting environment in following way

(i) Preservation of Natural Resources:

Scarce natural resources should be used very carefully as these are depleting at a very fast rate. The alternative sources can also be found out to save natural resources like to save forests alternative to wood and pulp can be found, the use of coal can be reduced by alternative source of energy.

(ii) Pollution Control:

Appropriate steps should be taken to prevent environmental pollution and to preserve ecological balance. The industrial waste should be disposed off carefully or if possible can be

recycled to minimise pollution. The toxic wastes, excessive noise, chemical pesticides, automobile exhaust etc. need to be checked from time to time.

Current trends and practices

CSR in India tends to focus on what is done with profits after they are made. On the other hand, sustainability in CSR is about factoring the social and environmental impacts of conducting business, that is, how profits are made. Hence, much of the Indian practice of CSR is an important component of sustainability or responsible business, which is a larger idea, a fact that is evident from various sustainability frameworks. CSR is not a new concept in India. Corporates like the Tata Group, the Aditya Birla Group, and Indian Oil Corporation, to name a few, have been involved in serving the community ever since their inception. Many other

organizations have been doing their part for the society through donations and charity events. Today, CSR in India has gone beyond merely charity and donations, and is approached in a more organized fashion. It has become an integral part of the corporate strategy. Companies have CSR teams that devise specific policies, strategies and goals for their CSR programs and set aside budgets to support them.

Perspective and recommendations

It is found that there is a need for creation of awareness about CSR amongst the general public to make CSR initiatives more effective. This awareness generation can be taken up by various stakeholders including the media to highlight the good work done by corporate houses in this area. This will bring about effective changes in the approach and attitude of the public towards CSR initiatives undertaken by corporate houses. This effort will also motivate other corporate houses to join the league and play an effective role in addressing issues such as access to education, health care and livelihood opportunities for a large number of people in India through their innovative CSR practices.

Conclusion

Even though companies are taking serious efforts for the sustained development, some critics still are questioning the concept of CSR. There are people who claim that Corporate Social Responsibility underlies some ulterior motives while others consider it as a myth. The reality is that CSR is not a tactic for brand building; however, it creates an internal brand among its

employees. Indulging into activities that help society in one way or the other only adds to the goodwill of a company. Corporate Social Responsibility is the duty of everyone i.e. business corporations, governments, individuals because of the reasons: the income is earned only from the society and therefore it should be given back; thus wealth is meant for use by self and the public; the basic motive behind all types of business is to quench the hunger of the mankind as a whole; the fundamental objective of all business is only to help people. CSR cannot be an additional extra - it must run into the core of every business⁶⁶ ethics, and its treatment of employees and customers. Thus, CSR is becoming a fast-developing and increasingly competitive field. The case for demonstrating corporate responsibility is getting stronger as expectations among key opinion formers, customers and the public are increasing. Being a

good corporate citizen is increasingly crucial for commercial success and the key lies in matching public expectations and priorities, and in communicating involvement and achievements widely and effectively. The concept of corporate social responsibility is now firmly rooted on the global business agenda. But in order to move from theory to concrete action, many obstacles need to be overcome.

SPECIAL REFERENCE

Companies have specialised CSR teams that formulate policies, strategies and goals for their CSR programs and set aside budgets to fund them. These programs are often determined by social philosophy which have clear objectives and are well defined and are aligned with the mainstream business. The programs are put into practice by the employees who are crucial to this process. CSR programs range from community development to development in education, environment and healthcare etc.^[7]

The corporate takeover in Kizhakkambalam

An Indian garment manufacturing company called Kitex has taken over the administration of a small village called Kizhakkambalam by winning the local body elections held in November, 2015. Mainstream political leaders and environmental activists feel that this can lead to a dangerous precedent because corporate body can have a hidden agenda in taking over the administration of political bodies. Former Indian MP Sebastian Paul says that "the company was at loggerheads with the former panchayat on issues like environmental pollution so we don't know what their vested interest is in taking over the panchayat. They also employ a big segment of the population there and also give out dole to locals. This model can be replicated...it is setting a dangerous precedent." Environmentalists like C.R. Neelakantan point

out that the Kitex group has become active in social service only after they were involved in court cases connected with water and land pollution.^[13]

Law

Under the Companies Act, 2013

Under the Companies Act, 2013, any company having a net worth of rupees 500 crore or more or a turnover of rupees 1,000 crore or more or a net profit of rupees 5 crore or more has to spend at least 2% of last 3 years average net profits on CSR activities as specified in Schedule

VII of the Companies Act, 2013 and as amended from time to time.^[14] The rules came into effect from 1 April 2014.^[15]

SEBI, as per its notification on August 13, 2012, has mentioned that enterprises are accountable to the larger society and "adoption of responsible business practices in the interest of the social set-up and the environment are as vital as their financial and operational performance".^[16] SEBI has mandated the inclusion of Business Responsibility Reports as part of the annual reports of the Top 100 listed entities based on market capitalization at BSE and NSE. It is mandatory to make these reports available on the website of the company.^[17] In 2016, SEBI extended this requirement to the Top 500 listed companies.^[18]

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CUSTOMER FOCUS IN NEW BUSINESS CULTURE

F.W. TAYLOR GROUP

INTRODUCTION

Nowadays, customer is the king. These days without satisfying customer demands a business is like life without blood. Present business scenario turns around and focuses only on customer to accomplish its goals. It will be a landmark in coming future if a business lays emphasis on customer needs and demands. Every business concentrates on building their loyalty through satisfying their customers' needs and wants.

New business culture revolves around customers only because customers are the one who can accept their product and raise their sales volume and profits and customers are the one who can reject their product and thus can bring loss to their business. This topic throws flood light on all activities, from the planning of a new product to its production, marketing, and after-sales care, should be built around the customer. Every department and every employee should share the same customer-focused vision. This can be aided by practicing good customer relationship management and maintaining a customer relations program.

Merits

1. Build long-term revenue
2. Win customer trust and forge long-term relationships
3. Keep their customers when times are tough
4. Attract new customers
5. Differentiate themselves from their competition.
6. Bring out the best in their employees
7. Maximize operational performance Reduce operating expenses by eliminating the cost of poor service

Demerits

1. Fortunately, a few organizations are going beyond thinking up new technologies, products and services and, through comprehensive organizational change, are achieving the deep customer focus that is nearly impossible to imitate.

2. Buying customer-relationship-management software that tracks customers' purchases.
3. It is not about designing sophisticated new products like mobile phones or iPods — or even about processes that allow a car to be Built with customer-requested features.

Summary

In the end I would like to conclude that customer focused business is bound to produce better results rather than a non-focused customer business because a business has no future without its customers. Every product or service that is given by a business is only meant for its customers.

PUBLIC PRIVATE PARTNERSHIP IN INFRASTRUCTURAL GROWTH

JK MEHTA GROUP

A Public Private Partnership (PPP) is an arrangement between the public and private sectors (consistent with a broad range of possible partnership structures) with clear agreement on shared objectives for the delivery of public infrastructure and/or public services by the private sector that would otherwise have been provided through traditional public sector procurement.

The PPP approach has the potential to offer value for money and timely delivery of infrastructure when applied to projects of the right scale, risk and operational profile.

One key aspect of the PPP approach is that risk is transferred to the party that can manage it best.

The role of the Central PPP Unit in the Department of Finance is to facilitate the PPP process centrally by developing the general policy framework (including, where necessary, the legal framework) within which PPPs operate and by providing central guidance to Departments and other State authorities in that context.

Some examples of Public Private Partnership projects in India

SECOND VIVEKANANDA BRIDGE (Now Sister Nivedita Bridge) in Kolkota

MUMBAI METRO

UNDER-GROUND CAR PARKING SYSTEM CITY- Kolkata, West Bengal.

WHY PPP? -PPP offers a win-win-win solution for the public sector, the private sector and members of the public.

FOR THE PUBLIC SECTOR:

PPP allows the public sector to get better value for money in the delivery of the public services. Moreover, by switching its role from a provider to a buyer of services, the Government can focus on its core responsibilities of policy-making and regulation. Through closer partnership with the private sector, efficiency gains and other benefits can be reaped, particularly from the following sources:

a) Private Sector Expertise and Competitive Advantage. PPP allows Government to tap on to the private sector's expertise, innovation and competitive advantages in the delivery of public goods and services. This could raise quality and improve cost effectiveness through innovative designs or business tie-ups. In addition, the Government can also tap on the private sectors' networks to maximise asset utilisation and commercial potential. One such example is the Sports Hub where private sector connections and expertise can be leveraged on to bring in world class sporting programmes, in order to enhance asset utilisation.

b) Cost Efficiency through Lifecycle Optimisation. By combining design, build, maintain and operate functions in the same PPP contract with the provider, it gives the provider a strong incentive ensure the project design takes into consideration operational and other lifecycle costs. PPP also allows for private sector scrutiny of design specifications and the business model, with the possibility of achieving the same outcomes at lower cost.

c) Optimal Sharing of Risks. In a PPP project, Government and the private sector share the risks of delivering a service. The risks may be allocated according to each party's expertise in managing and mitigating the risks in the service delivery process. Typical risks that are allocated to the private sector include design, construction and financing risks. On the other hand, the public sector may take on political and regulatory risks, while other risks such as demand / revenue risks will be assigned to whichever party is best able to bear it. By transferring the financial risks to the private sector, there will also be greater certainty over Government's future cash flows.

FOR THE PRIVATE SECTOR:

a) PPP offers more business opportunities to the private sector. The private sector will be engaged to deliver a full suite of services (e.g. design, construction, operations and maintenance) which were traditionally performed in-house by public agencies or performed by multiple private companies.

b) PPP also allows the private sector to move from just constructing assets according to clearly specified designs, to designing and delivering innovative solutions. The private sector has more room to innovate and offer efficient solutions for public services. In addition, the private sector can also use its expertise and network to maximise asset utilisation and the commercial potential of the project.

c) The involvement of private sector players in PPP projects may also give companies valuable expertise and experience to spur their development in the PPP arena and position them to win overseas contracts.

FOR MEMBERS OF THE PUBLIC:

a) PPP brings together the expertise of the Government and the private sector to meet the needs of the public effectively and efficiently. When structured appropriately, PPP will deliver public services that can better meet the needs of the public without compromising public policy goals and needs.

b) Government will also ensure that public interest is protected in all PPP projects and that service delivery will meet public needs at the best value for money when the private sector is brought in to provide government services. In particular, the public sector will ensure that:

(i) The private providers can meet the public needs effectively;

(ii) There is clear accountability when services are delivered by the private sector and the public knows who to approach for service queries and feedback;

(iii) Public security, health and safety will not be compromised in the PPP projects; and

(iv) Confidentiality of information will be observed. We will protect the personal data and information of the public agency's customers.

Features of PPP:

- 1. Contract between Public sector and Private Party:-** PPP is a contract between public sector authority and private party, in which the private party provides a public service and bears financial, technical and operational risk.
- 2. Cost of Using Service:-**in same type of PPP the cost of using service is borne by users of service and not by taxpayers and in same the cost of providing service is borne wholly or partly by the government.
- 3. Provision of Capital Subsidy:-** Projects that aim at creating public goods in infrastructure sectors, the government may provide a capital subsidy in the form of a one-time grant to make it more attractive sector. In some cases, government may provide revenue subsidy including tax breaks or by providing guaranteed annual revenue.
- 4. Pertaining to High Priority Projects and Public Welfare:-** PPP is suitable for high priority projects such as Infrastructure sector. PPP is used in the government projects Welfare e.g. Delhi Metro Rail Corporation.
- 5. Sharing of Revenue:-** The Revenue of PPP is shared between government and private enterprises in agreed ratio.
- 6. Problem with PPP:-** The main problem with PPP project is that private investors obtained a rate of return that was higher than the government bond rate even though most of the income risk is borne by the public sector.

Advantages of PPP

A key advantage of having the private sector provide public services is that it allows public administrators to concentrate on planning, policy and regulation. The private sector, in turn, is empowered to do what it does best, and in particular improve the efficiency and quality of service.

When PPP procurement is applied for the right project and within the right environment, it can produce a win-win situation for both the private and public sectors.

Increase funding for infrastructure

PPPs financed by the private sectors allow the spreading of the project cost for the public over a longer period of time, in line with the expected benefits (savings on vehicle operating cost, on travel time, on accidents). Public funds are thus freed up for investments in sectors where private investment is impossible or inappropriate.

Introduce private sector efficiencies

The efficient practices of the private sector are already recognized by conventional procurement practices which outsource construction, maintenance and design activities to the private sector. PPP allows to significantly increase private sector efficiency due to the whole lifecycle approach of the PPP contract.

The lifecycle approach allows the private sector to achieve efficiencies in the following four main areas:

- **Work planning and organization.** Long-term contracts allow an improved planning and programming of the work by the contractor. The private sector has greater flexibility in adjusting its resources (personnel, equipment and materials) to a constantly changing situation which can, notably, ensure timely performance.
- **Optimization of lifecycle costs.** In a well-designed PPP contract, both construction and rehabilitation-maintenance tasks are taken into account over a long period; the contractor is thus able to balance expenditure over the project life and make effective trade-offs between investment, maintenance and operation costs subject to environmental, social and economic considerations. A private operator can ensure optimal rehabilitation and maintenance works are performed on the pavement deterioration cycle outside of constraints of public funding availability and tendering which often delay necessary works under the conventional procedure.
- **Risk management.** With proper risk identification and allocation, international experience shows that works performed under PPP contracts tend to meet cost predictions and deadlines better than conventional contracts.
- **Innovation.** The life-cycle approach of PPP provides an incentive for contractors to define alternative solutions to meet performance requirements at lower cost and/or with higher efficiency. Research and development can allow the improvement of quality and efficiency of construction techniques, processes and equipment. It is also becoming recognized that the least-cost solutions may also be the environmental solution (eg pavement recycling, energy-efficient hot mixes etc), as they will tend to require the lowest use of resources.

Competition in the market

(Competition between private firms or transport modes in a market with no regulation on entry) is not easy to put in place in the road sector. The requirement of long-term and comprehensive contracts to maximize efficiency gains and the practical impossibility of having several firms providing the same services on the same road are conflicting with this principle. On a case to case basis, measures can however be put in place to prevent abuse of dominant position firm the private operators. Contracting simultaneously several firms to provide similar services on

comparable portions of the network will provide good benchmarking references and naturally regulate the market. On toll roads, allowing alternative routes on the same corridor (roads or other transport modes) can also have stimulating effect when not jeopardizing financial viability.

Competition for the market

(Competition between private firms for the right to provide services on a particular road or a portion of the network) is best obtained by selecting private firms through competitive bidding procedures. Under this provision, competition is concentrated in the few months of the procurement period while the benefits are expected to be brought throughout the entire operation period.

Encourage public sector reform

A PPP program can serve as a catalyst for public-sector reform in a number of different ways

- **Transparency and accountability.** A PPP makes the real cost of the facility clear – it cannot be cut into pieces and buried in the depths of public accounting. In particular, it shows the whole-life cost of the facility, including operation and maintenance, in a transparent way, and forces the public sector to make choices about how services are to be delivered and paid for. Public-sector accounting does not deal with the cost of public infrastructure in the integrated way. The result of transparency is accountability: as public-sector officials cannot hide the cost of choices they must justify them, however uncomfortable this is.
- **Procurement skills.** The PPP process develops procurement skills in the public sector since public-sector requirements have to be analyzed and clearly set out in advance and once decided cannot be easily changed. A major factor in the public-sector construction cost overruns is that the public authority does not specify what it wants in sufficient detail, or keeps changing its mind about what it wants during the construction phase of the project. While cost overruns are not impossible with a PPP, they are certainly less likely. Furthermore, the public authority has to think about the long-term service delivery, operation and maintenance of this facility as part of the overall cost when negotiating a PPP contract, instead of only looking at its

capital cost. Lessons in “joined-up thinking” learned from PPP procurements can be applied by the public sector in a much wider context. Ideally the transparency of PPP procurement would also spill over into conventional procurement.

- **Management.**

A PPP allows the public authority to act as a regulator and thus concentrate on service planning and performance monitoring instead of being involved in the day-to-day delivery of the services.

- **Contestability.** If a small number of projects are undertaken, these can serve as a benchmark against which cost and service delivery in respect of the large majority of facilities still under public sector control can be compared, leading to improvements in public-sector procurement and service delivery as well. Indeed, a small number of countries (eg Norway) have undertaken PPPs primarily to test them against public-sector procurement rather than for budgetary reasons.

Reduce risk for the public sector

The transfer of part of the project risks to private partners is one of the key incentives generated by public private partnerships and directly results in a better control by the public sector of the overall project cost, delivery time frame and quality of outputs.

Generally commercial risks are transferred to the private sector including lack of demand for the services or products provided by the facility, the risks related to the costs of the service or product and fluctuations in foreign currency rates or inflation.

By allocating risks to the party best able to manage and mitigate them, the public sector is reducing the likelihood of the risk occurring and the impact in the event that it does occur and is thus obtaining overall efficiencies for the project, translated by a lower overall cost over the lifetime of the project.

Other possible advantages

- Several other possible advantages of PPP are cited below, their actual occurrence and magnitude depending on the characteristics of the particular PPP project.
 - Improve level of service, especially for projects requiring road user charges (tolls or other).
 - Promotion of economic and social growth by private direct investment.
 - Transfer of modern technology to domestic public and private sectors.
 - Rigorous project selection and avoidance of political “white elephants”.

- Promotion of environmental and social sustainability: the private sector focuses on efficient use of resources and materials over the project lifecycle.
- Extending private ownership and adopting a market-economy approach.
- Stimulating of domestic capital and debt markets.

DISADVANTAGES OF PPP

Most developing countries have not developed PPP projects or programs in the highways sector and those that have are largely concentrated in middle-income countries. Despite their

significant potential, initial expectations for the size and pace of PPP development have not been met and development of PPPs is being constrained in many countries.

It is thus evident that a number of drawbacks, or difficulties, are impeding the development of PPP programs. If they are to attract the private sector into infrastructure provision and financing, governments need to fully recognize and address the drawbacks and their related constraints in the development of a PPP program.

Firstly, it is worth mentioning that a number of additional factors make highway infrastructure less amenable to PPPs than other types of infrastructure.

- For some types of infrastructure, such as local or urban roads, the physical difficulties of excluding users who do not pay, or the high transaction costs of implementing direct user charges, make it difficult to achieve a competitive market
- Where there are substantial externalities (such as road congestion and air pollution effects) that cannot easily be addressed by market-based instruments, there is greater likelihood of government intervention.
- When traffic flows are low, profitability from user charges is also likely to be low. Finally, some highway infrastructure is so intertwined with spatial planning that governments are not willing to leave it entirely to the private sector.

In order to secure the vital commitment of the public sector, users and of the population at large, the drawbacks of PPP need to be clearly understood and analyzed within the context of a given PPP program or project. The public authority must then define a communication strategy to ensure the potential drawbacks are not translated into public perception.

Complexity

PPPs are complex structures and complexity normally means higher costs. The number of players involved in the implementation of PPP (Module 1 -> Key Players and Roles) is indicative of the complexity and scale of the required level of analysis in order to prepare and manage the various components.

.This complexity requires commitment on behalf of the public authorities to implement processes outside of their normal field of competence, associated capacity building measures within the public sector as well as an increased use of external advisors and expertise.

Long-term commitment

PPPs represent a long-term commitment between the public and private sector. Moreover, this is one of the key drivers of private sector efficiencies. However, it can present constraints for the public authority which need to be considered carefully.

- Political commitment. Political mandates are typically far shorter than the duration of a PPP project or of the period required to assess long-term benefits to the road sector.
- Flexibility. The commitment of the public authority may extend for 20-30 years. A PPP contract is of a type known as an “incomplete contract”, i.e. the contract cannot provide for all possible eventualities in the future. The longer and more complex the contract the more this is the case and therefore the more it is impossible for the public authority to abdicate or transfer responsibility for dealing with unforeseen circumstances.
- Project design. The concessionaire shall design the highway to a given standard of service. The public authority will not normally be able to impose a given method, technique or supplier

which would comprise the concessionaire's ability to assume life-cycle responsibility for the project.

- **Planning constraints.** PPPs require a stable, long-term planning horizon; this is generally the case for the highway sector but it may lead to conflicts. For example, non-compete provisions of a toll-road concession may prevent the public authority from undertaking other road improvements. Conversely, those projects where the public authority cannot clearly specify and stick to its requirements or where technology is changing rapidly, are not suitable for PPPs. This was the reason inter alia why the UK abandoned the use of PPPs for IT projects.

Transaction cost

PPP procurement costs can reach 5-10% of the capital cost for a reasonably large project and do not reduce pro rata for smaller projects. It follows from this that PPPs are not cost-effective for

very small projects, unless they can be packaged together (in UK, projects of less than USD 40 million investment value are no longer considered for PPP). Equally, it is questionable whether PPPs are suitable for very large projects where the addition of extra complexity to the structure may make the project collapse under the weight of its own complications. These contractual costs are not absent from conventional procurement but the agreements are less complex to draw up and are certainly less onerous to implement and monitor.

Dominance of foreign players in PPP market

PPP consortia are generally led by experienced international players with the required expertise and financial stability to assume the financing and risk of the PPP investment. This would be even more the case in developing countries. The predominant role of large foreign contractors may both have political implications and may directly affect the local contracting industry by restricting the implication of domestic players.

CONCLUSION

A Public Private Partnership is a cooperative arrangement between two or more public and private sector typically, of a long-term nature. Governments have used such mix of public and private endeavors throughout history at no cost to the public. However the past few decades have seen a clear trend towards government across the globe making greater use of various PPP arrangements. A noteworthy example PPP is Cochin International Airport Limited. The announcement of a new Airport Infrastructure Policy in November 1997, gave a boost to public private participation.

Cochin International Airport is the first public private venture in the history of Indian civil aviation. The Rs.2.3 billion project has taken six years to complete. The airport is owned by Cochin International Airport Limited (CIAL), a public limited company in which the Government of Kerala is the single largest shareholder. The present case traces the origin of CIAL.

There are various modes of private party participation in the process of development and economic growth. Public private partnership (PPP) is considered the most suitable option. It attracts private capital as well as makes use of private sector skills and management expertise to

deliver and operate public projects more efficiently over their lifetime. With various forms of PPPs, the ultimate goal is to achieve the better value for money through the exploitation of private sector competencies and the allocation of risk to the party best able to manage it. A public-private partnership could be a better way out in the issue to overcome the insufficiency that the government system is undergoing. We have sufficient evidences where private participation can be more efficient in delivering public services. PPP has proven a better approach worldwide and in India to incorporate the private sector in public service purposes.

With appropriate modalities support for capacity development and political commitments to sector reforms PPPs have proven to be feasible in various sectors . Sustained political will is the ultimate determinant of PPP success.

Product Branding and Services

Branding

Branding is the practice of giving a specified name to a product or group of product of one seller.

Branding is the process of finding and fixing the means of identification.

In other words, naming a product like naming of a baby, is known as branding. Thus branding is management process by which product is named; i.e branded.

Definition

According to Willium J Stanton, “ all trade marks are brands and these include the word, letter or numbers which may be pronounced; they may also include pictorial designs”.

Three C’s of Branding

1 **Clarity**- strong brands are clear about what they are and what they are not.

1. **Consistency**- In addition to being clear who they are, strong brands also always what say they are.

3. **Constancy**- It is not enough to be clear and consistent if you are not always visible to your target audience.

A brand can also convey upto six levels of Meaning

1. **Attributes**: Mercedes brings to mind expensive, well built, well engineered, durable, high prestige automobiles.
2. **Benefits**: the attribute ”durable” could translate into the functional benefit and ate the attribute “expensive” translates into the emotional benefits.
3. **Values**: Mercedes stands for high performance, safety and prestige.

4. **Culture:** Mercedes represents German culture, organized, efficient and high quality.
5. **Personality:** Mercedes may suggest a no non sense boss (person), a reigning lion (animal) or an austere palace (object)
6. **User:** Suggest the kind of consumer who buys or uses the product. A top executive behind the wheel of Mercedes and not a young secretary.

Essentials to Good Branding

1. A good brand should be easy to pronounce.
2. It should be easy to remember.
3. It should be able to attract attention
4. It should suggest the company or product image
5. It should be easy to recognize
6. The brand identity should be very clear
7. The brand should be registered
8. A good brand suggests the product benefits or suggests its usage
9. A good brand should be easy to translate into all languages in the markets where the brand will be used.
10. A good brand name should be adaptable to packing and labelling requirements.

Significance or advantages of Branding

1. Advantages to Producer

1. Easy to advertise
2. Easy to identify the product

3. Creation of separate market
4. To get more price
5. Easy to expand the product mix
6. Personal contact with consumers

2. Advantages to seller

1. A brand differentiates product offering from competitors
2. It helps segment market by creating tailored images
3. It identifies companies product making repeat purchase easier for customers

4. It reduces price comparisons.
5. It facilitates promotional efforts

3. Advantages to buyers

1. A brand helps buyers in identifying the product that they like/dislike.
2. It identifies the marketer
3. It helps reduce the time needed for purchase
4. It helps reduce buyers' perceived risk of purchase.
5. It helps buyers evaluate quality of products, especially if they unable to judge a product characteristics

Limitations of Branding

1. Difficult and expensive to design
2. Difficult to maintain
3. Difficult and expensive to change.

Services

Branding is a major strategic issue even for service marketers.

Service is characterized by features such as intangibility, variability and perishability making branding a strategic requirements in order to promote beliefs and values in the target market and important service comes in the form of customer support services.

Customer support services

A very important function of marketing management relates to developing customer support services such as after sales service, handling customer complaints for instance

There is a computer company which sells computer and laptop along with site warranty. If there is any problem during the warranty period their customer needs to call the technical engineer. Immediately they attend the services at the home of the customer like DELL , in KV's also we take AMC for computer and Aquagaurd. All the services aim at providing maximum satisfaction to the customer which is the key to marketing success. In modern days customer support service are very effective in branding repeat sales form the customer and

developing brand loyalty for a product. Further many corporate hospitals provides medical support service to their patients even after they are discharged from the hospitals.

A new technique of customer support service has evolved in recent times called as live chat. Now more than ever, business need to fully support the online customer experience and provide them with quality on line support in addition to phone , email, self service and videos. Live is a great tool for online customer support that can lead to happier customer, increased conversion and reduction in service cost.

This kind of services provide the following benefits

1. It helps to retain the customers.
2. It brings more references
3. It creates word of mouth
4. Increase profitability
5. Gives the company and its employees confidence.

स्मृतियों

दीप प्रज्वलन द्वारा कार्यक्रम का शुभारम्भ



प्रतिभागियों द्वारा परिचय



प्रतिभागियों के समूह विभाजन हेतु गतिविधि



समूह विभाजन एवं समूह सदस्यों द्वारा परिचय



समूह सदस्यों द्वारा प्रार्थना सभा का आयोजन



योग सत्र एवं योगाभ्यास



प्रार्थना सभा के दौरान प्रतिभागियों द्वारा प्रस्तुत लघु-नाटिकाएं



किशोरवस्था शिक्षा पर सत्र एवं समूह क्रियाएं



परीक्षा में व्यस्त प्रतिभागी



ऑनलाईन प्रश्नोत्तरी पर कम्प्यूटर लैब में समूह कार्य



अतिथि वक्ताओं द्वारा लिए गए सत्र



श्री समीर संघवी द्वारा कम्पनी अधिनियम पर सत्र

समूह कार्य में व्यस्त प्रतिभागी



प्रतिभागियों द्वारा सेमिनार प्रस्तुतिकरण एवं श्रवण



समापन समारोह



प्रशिक्षण कार्यक्रम पर अपने विचार व्यक्त करते प्रतिभागी

समूह छाया-चित्र



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