CMA Student
E - Bulletin

150 YEARS OF CELEBRATING THE MAHATMA

FOUNDATION

FOLLOW US ON

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

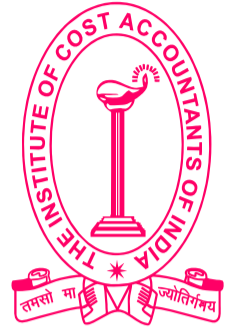**(Statutory Body Under an Act of Parliament)**

www.icmai.in

Behind every successful business decision, there is always a CMA

Message from
The Chairman

CMA Manas Kumar Thakur
**Chairman,
Training & Education Facilities (T& EF) Committee**

CMA MANAS KUMAR THAKUR
Chairman, T & EF Committee
Directorate of Studies
President (2016-2017)

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA
(Statutory body under an Act of Parliament)
CMA BHAWAN, 12, SUDDER STREET, KOLKATA-700 016, India
Mobile : 79802 72019 / 98740 81422
E-mail : tmanasda@yahoo.com ● Website : www.icmai.in

MESSAGE FROM THE CHAIRMAN

Dear Students,

Greetings,

"If we want to reach real peace in this world, we should start educating children"- Mahatma Gandhi.

Happiness is when what you think, what you say, and what you do are in harmony. The weak can never forgive. Forgiveness is an attribute of the strong.

"Successful and unsuccessful people do not vary greatly in their abilities. They vary in their desires to reach their potential". No one can be perfect all the time, and progress is the only way that you can improve. Try and progress with your work and keep going even if you make mistakes. Failures and mistake often stop people from carrying on. However, mistakes offer you lessons and opportunities to improve, so keep going.

You may lack motivation for a certain topic because there are some things you may not understand. However, don't focus on what you can't do, take a look at what you are capable of. Start off with what you can do and you'll learn more as you go!

Sometimes being a student can be hard, and you may not know where to start or you might lack inspiration. Once you start feeling more motivated, you'll be surprised at what you might learn. Considering those aspects, the Directorate of Studies is trying continuously to guide you by publication in e-form, Mock Test Papers (both questions and answers), Work Book, monthly publication of E-bulletin, Webinar Sessions all are for your learning and practice.

I must pay my sincere thanks to all the academicians who are always encouraging you by putting their valuable input in the monthly publications.

I request you all to keep your dreams alive. Understand to achieve anything requires faith and belief in yourself, vision, hard work, determination, and dedication. Remember all things are possible for those who believe.

"The past cannot be changed. The future is yet in your power".
Wishing you the Best of Luck,

CMA Manas Kumar Thakur

Be a CMA, be a Proud Indian

"Behind every successful business decision there is always a CMA"

150 YEARS OF CELEBRATING THE MAHATMA

Contents

KNOWLEDGE
Update

In this section of e-bulletin we shall have a series of discussion on each of these chapters to provide a meaningful assistance to the students in preparing themselves for the examination at the short end and equip them with sufficient knowledge to deal with real life complications at the long end.

150 YEARS OF CELEBRATING THE MAHATMA

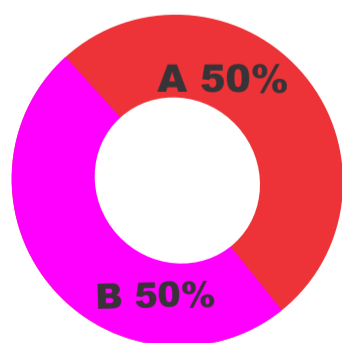# PAPER: 1, PART: I

FUNDAMENTALS

OF ECONOMICS & MANAGEMENT

(FEM) – ECONOMICS

Dr. Bibekananda Raychaudhiri
Professor, Guest Lecturer
Department of Commerce / Finance
University of Calcutta
He can be reached at:
brchaudhuri@gmail.com

Your Preparation Quick Takes

A 50%

B 50%

Syllabus Structure

A Fundamentals of Economics **50%**
B Fundamentals of Management **50%**

Learning Objectives:

- Studying economics, one will be able to develop the analytical skills needed to work successfully in the field, including the study of logical analysis.
- Students will be able to identify and explain economic concepts and theories related to the behaviour of economic agents, markets, industry and firm structures, legal institutions, social norms, and government policies.
- Students will be able to integrate theoretical knowledge with quantitative and qualitative evidence in order to explain past economic events and to formulate predictions on future ones.
- Students will be able to evaluate the consequences of economic activities and institutions for individual and social welfare.

ECONOMICS

Friends we are practising Mock Tests every month in order to flex the muscles of our brain, while brushing up our knowledge thoroughly at the same time. While reading a chapter on Economic theory you miss most of the vital points. Through these mock tests we are trying to go deeper into the subject and at the same time help you to think differently so that you can solve all the twisted questions yourself. Wish you best of luck in your endeavour.

MOCK TEST PAPER

I.   Choose the correct answer:

1. Any point which lies below the Production possibility curve indicates
    A.   Economic growth
    B.   Unemployment
    C.   Unattainable commodity basket
    D.   Excess production

2. The demand curve slopes downward to the right because of the
    A.   Giffen effect
    B.   Bandwagon effect
    C.   Speculative effect
    D.   Income effect

3. The following is one of the determinants of demand
    A.   Technology
    B.   Input prices
    C.   Price of the substitute
    D.   Govt. policy

4. Elasticity of demand is determined by
    A.   Nature of the commodity
    B.   Availability of substitutes
    C.   Variety of uses
    D.   All of the above

5. If the proportionate change in supply is less than the proportionate change in the price, the supply is said to be
    A.   Unitary elastic
    B.   Inelastic
    C.   Elastic
    D.   Perfectly elastic

6. Which one of the following is the cause of the increasing returns to scale?
    A.   Specialisation or division of labour
    B.   Lack of corporation and co-ordination

C.   Rise in the prices of inputs
D.   None of the above

7. Economic cost is equal to
    A.   Explicit cost + Implicit cost
    B.   Explicit cost + Normal profit
    C.   Implicit cost + Normal profit
    D.   Explicit cost + Implicit cost + Normal profit

8. Which one of the following curves is not a U-shaped curve?
    A.   Average cost curve
    B.   Average variable cost curve
    C.   Average fixed cost curve
    D.   Marginal cost curve

9. Price is determined through the interaction of the demand curve and the supply curve if the market is a
    A.   Monopoly
    B.   Monopolistic competition
    C.   duopoly
    D.   Perfect competition

10. The concept of Liquidity Preference was introduced by
    A.   Milton Friedman
    B.   John Maynard Keynes
    C.   Alfred Marshall
    D.   Adam Smith

II.   Fill in the blanks:

1. Credit creation is the function of the ………………… bank
2. The price elasticity of demand of the demand curve of the firm under perfectly competitive market is …………………
3. The discriminating monopolist charges higher price for the product in a market where price elasticity of demand is relatively …………………
4. The apex bank for agricultural credit in India is ………………..
5. The Growth definition of economics was forwarded by ………………..

III.   True or False:

1. Economics as a positive science deals with value judgement.
2. Selling a product for $999 rather than $1000 is an example of psychological pricing.
3. Total product curve will reach its peak when marginal product is zero.
4. Deficit financing is the fiscal policy during inflation.
5. IMF is a philanthropic organisation.

IV.   Matching:

1. call money market	A. Punjab
2. GIC	B. Indivisibility
3. First SFC	C. Formulating policies
4. Barter system	D. Insurance
5. Macro economics	E. One day

Key

I.

1. B
2. D
3. C
4. D
5. B
6. A
7. D
8. C
9. D
10. B

II.

1. Commercial

2. Infinity
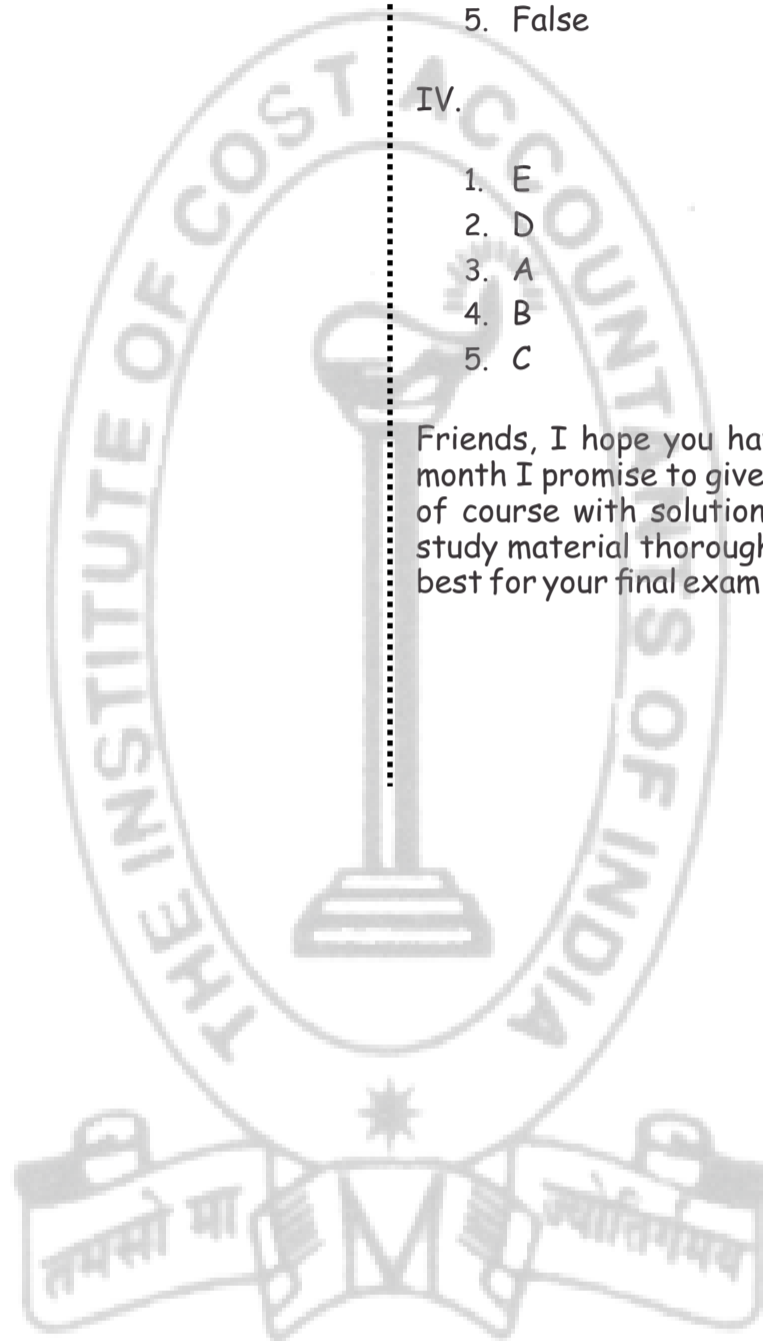3. Inelastic
4. NABARD
5. Samuelson

III.

1. False
2. True
3. True
4. True
5. False

IV.

1. E
2. D
3. A
4. B
5. C

Friends, I hope you have enjoyed solving this Mock test. Every month I promise to give you ever interesting such test papers and of course with solutions. But make it a point to go through the study material thoroughly. If you do, then sky is the limit. All the best for your final exam !!!
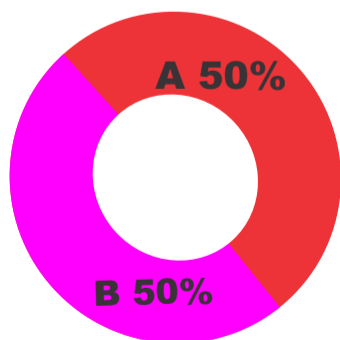
PAPER: 1, PART: II

FUNDAMENTALS
OF ECONOMICS & MANAGEMENT
(FEM) - MANAGEMENT

150 YEARS OF CELEBRATING THE MAHATMA

CMA (Dr.) Sumita Chakraborty
Additional Director,
Research & Studies
She can be reached at:
research.hod@icmai.in
studies.addldir1@icmai.in

Your Preparation Quick Takes

A 50%

B 50%

Syllabus Structure

A Fundamentals of Economics **50%**
B Fundamentals of Management **50%**

Learning Objectives:

Students will demonstrate their knowledge of business and management principles
Students will reveal effective written and oral communication
Students will exhibit an awareness of the global environment in which businesses operate
Students will display the ability to recognize when change is needed, adapt to change as it
  occurs, and lead

MANAGEMENT

I. Multiple Choice Questions:

1. Leadership process is interplay of three elements:
   (a) **The leader, the follower and the situation**
   (b) T he leader, the followers and the subordinates
   (c) The leader, the followers and the superiors
   (d) None of the above.

2. Which style leads to frustration, low morale and conflict among subordinates?
   (a) Democratic leadership
   (b) **Authoritarian leadership**
   (c) Laissez fair leadership
   (d) None of the above.

3. According to Likert, which system of management is ideal system?
   (a) System 1
   (b) System 2
   (c) System 3
   (d) **System 4.**

4. Carrot and Stick approach to motivation is adopted under which system?
   (a)Exploitative Autocratic
   (b)**Benevolent Autocratic**
   (c)Consultative
   (d)Democratic

5. Motivation is a _____ concept:
   (a) **Psychological**
   (b) Mental
   (c) Behavioural
   (d) None of the above.

6. Is there any universal theory or approach to motivation?
   (a) Yes
   (b) **No**
   (c) Partly true
   (d) None of the above.

7. Which needs are required to preserve the human life?
   (a) Safety needs
   (b) Social needs
   (c) **Physiological needs**
   (d) Esteem needs.

8. Which needs must be satisfied repeatedly?
   (a) **Survival needs**
   (b) Social needs
   (c) Safety needs
   (d) All of the above.

9. Which factors are intrinsic parts of the Job?
   (a) **Motivational factors**
   (b) Maintenance factors
   (c) Hygiene factors
   (d) None of the above.

10. The distinction between maintenance factors and motivating factors is fixed:
   (a)True
   (b) **False**
   (c) Partly true
   (d) None of the above.

11. Reward systems can be designed on _____
   (a) Individual basis
   (b) Group basis
   (c) **Either (a) or (b)**
   (d) None of the above.

12. Work is natural like rest or play according to:
   (a) **Theory Y**
   (b) Theory X
   (c) Theory X and theory Y
   (d) None of the above.

13. Which of the following is not a financial incentive?
   (a) Pay
   (b) Allowance
   (c) **Recognition**
   (d) Bonus.

14. The process of inducing or inspiring people to take the desired course of action means:
   (a) **Motivation**
   (b) Staffing
   (c) Induction
   (d) Training.

15. Free-rein Leadership is also known as:
   (a) **Laissez fair leadership**
   (b) Participative leadership
   (c) Authoritarian leadership
   (d) None of the above.

II. Match the Following:

	Column-I		Column-II
1	Need for Acceptance	A	Esteem Needs
2	Self Confidence	B	Hygiene Factors
3	Physiological Needs	C	Social Needs
4	Theory-X & Theory-Y	D	Prof. Douglas McGregor
5	Maintenance Factors	E	Survival Needs

Answer:

1-C,
2-A,
3-E,
4-D,
5-B.

III. True or False:

1. Policy decisions are of vital importance and are taken by the middle Management.
2. The final step in decision making process is selection of an alternative.
3. Brain Storming is one of the participative techniques.
4. The distinction between maintenance factors and motivating factors is fixed.
5. The art of influencing others to direct their will, abilities and efforts to the achievement of goals is called leadership.

Answer:
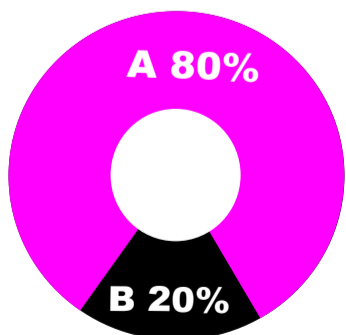
1. False
2. False
3. False
4. False
5. True

PAPER: 2

FUNDAMENTALS

OF ACCOUNTING (FOA)

CMA (Dr.) Nibir Goswami
Associate Professor in Commerce
Vidyasagar Mahavidyalaya, W.B.
He can be reached at:
drnibirgoswami@gmail.com

Your Preparation Quick Takes

A 80%

B 20%

Syllabus Structure

A Fundamentals of Financial Accounting **80%**

B Fundamental of Cost Accounting **20%**

FUNDAMENTALS OF ACCOUNTING

Your examination is almost at hand. In this issue we will not discuss any new topic rather we will see the question pattern of the examination and will provide some sample questions for practice.

In the last issue we have given some broad questions. In this issue we will provide some short or very short answer type concept building questions.

1. Cash book is a kind of.....................
2. Installation charge of a new machine is a .... expenditure
3. Accounting equation = assets= liability +..........................
4. What is error of omission?
5. Show the rectifying entry for: sales day book being cast short by Rs.500.
6. Write the journal entry : rent outstanding
7. "The trader withdrew a sum Rs.500 from his bank for his personal use but has not been entered in the cash book"- find out the bank balance as per pass book if cash book credit balance is Rs. 29000.
8. Consignor pays Del credere commission. How will you treat bad debt in consignment account?
9. What is after date and after sight bill?
10. Depreciation of delivery man for supplying goods to customer.'-how will you treat this in cost sheet?
11. Match the following items :

A
1. Assets are recorded at puchase price,
2. Some information is too costly to obtain,
3. Records revenues and expenses in a period,
4. Financial information is useful,
5. Estimates are made modestly,
6. Financial reporting is unbiased,
7. Financial information can be trusted,
8. Businesses have indefinite lives

B
1. Historical Cost
2. Going Concern
3. Matching
4. Cost Benefit
5. Conservatism
6. Objectivity
7. Relevance
8. Reliability
9. Comparability
10. Consistency

12. According to the ——– owners and companies must be accounted for separately.

13. The ——— concept states that businesses should be treated as if they will continue to stay in business.
14. The ——— assumption maintains that goods and services must be measured in currency without regard to inflation.
15. The time period assumption or the ——– assumption assumes business activities can be divided into time periods.
16. Fixed assets are reported at their ——– on the balance sheet.
17. The ——– principle states that income is recorded when earned.
18. The ——- principle states that expenses must be recorded with corresponding revenues in the same period.
19. The ——– states that any information necessary for decision making should be included in the financial statement footnotes.
20. According to the ——– principle, some financial information is not worth retrieving.
21. The ——– separates accounting information into two groups: insignificant and significant.
22. The accounting principle that states companies and owners should be account for separately.

   Business entity concept
   Going concern concept
   Monetary unit assumption
   Periodicity assumption

23. Companies not disclosing an inherent bankruptcy would violate the:

   Business entity concept
   Going concern concept
   Monetary unit assumption
   Periodicity assumption

24. The assumption that states that businesses can divide up their activities into artificial time periods.

   Business entity concept
   Going concern concept
   Monetary unit assumption
   Periodicity assumption

25. Assets are recorded at their original purchase price according to the:

   Materiality principle
   Historical cost principle
   Cost benefit principle
   Consistency principle

26. Management concealing important financial information violates the:

Materiality principle

Historical cost principle

Full disclosure principle

Consistency principle

27. When estimating unearned revenues, what principle applies?

Converatism principle
Historical cost principle
Full disclosure principle
Consistency principle

28. What is not a value of accounting relevance?

Predictive value
Feedback value

Timeliness
Relibility

29. What is not a value of accounting reliability?

Verifiability
Representational faithfulness
Timeliness
Neutrality

30. Switching accounting principles every year would violate the:

Converatism principle
Historical cost principle
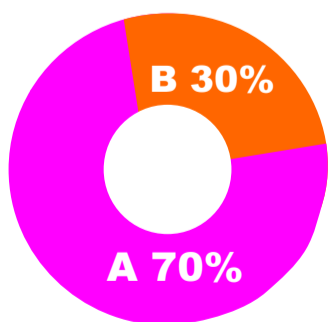Full disclosure principle
Consistency principle

150
YEARS OF
CELEBRATING
THE MAHATMA
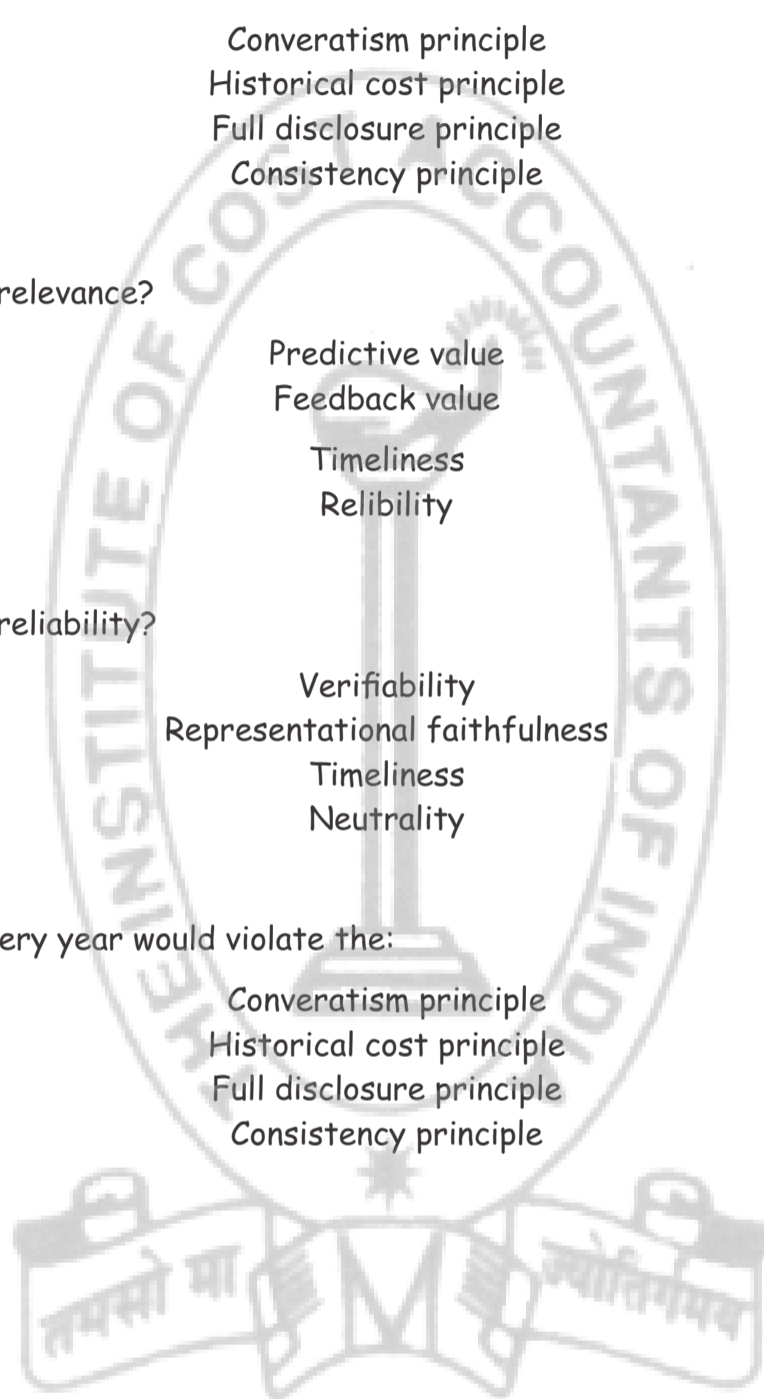
PAPER: 3

FUNDAMENTALS
OF LAWS AND ETHICS (FLE)

CA Partha Ray
He can be reached at:
prapray@rediffmail.com

Your Preparation Quick Takes

B 30%

A 70%

Syllabus Structure

A Fundamentals of Commercial Laws **70%**

B Fundamentals of Ethics **30%**

LAW & ETHICS

It is hoped that you keep on reading and recapitulating all that you have read for which you must prepare a time-table with time allotted for each subject – to read, write and revise .

Now, please appreciate why this paper is really very important for all of you who are aspiring to be true professionals and are all eager to proudly proclaim aloud that – **Yes, behind every successful decision, there is a CMA**. With Mission CMA in mind, you the students , are advised to study this paper with a practical approach, as if the points concern you and you are given to deal with it as a professional. As a CMA in the making whether you decide to get employed or be self-employed and employ people, you will have to deal with people and establishments legally and establish Legal relationship for lawful consideration and perform your professional duties. Keeping that in mind, you have to study this subject seriously. You must start studying the subject and raise questions to yourself and find your own answers.

In this issue , let us discuss **The Negotiable Instruments Act,1881:**

To start with, let us ask ourselves a basic question – **What is a Negotiable Instrument ?**

For that we need to understand two things – 1. Meaning of "Negotiable" ; and 2. Meaning of " Instrument".

Negotiable means transferable by delivery.

Instrument means a written document. Such written document creates a right in favour for some person.

Now, let us know something more . **Who is the Holder of a negotiable instrument ?** The answer is simple – only the person legally entitled to receive the money due on the instrument is called the Holder. Obviously therefore, any person having custody of the instrument such as – clerks, servants , couriers are simply Agents of the Holder but they are not Holders. Somebody who steals an instrument and holds it illegally also is not a Holder.

Let us think from a practical angle – A person holds a post dated cheque , that is, the instrument is held before its maturity, or he holds a cheque which is issued but not signed by the account holder and the holder is unaware about it or he holds an instrument for valuable consideration. In all such cases, the holder of the instrument is called **Holder in due course. The Holder in due course is in a privileged position and enjoys**

certain rights such as – 1. He gets good title to the instrument even though the title of the transferor is defective.2. If an Agent holding an instrument acts beyond his authority and hands over the instrument to a person who satisfies the conditions of a holder in due course, such holder in due course can recover the amount mentioned in the instrument. 3. The holder in due course gets a good title even if the instrument is incomplete, not fully developed ,not clear or imperfectly formed .4. The holder in due course can file a suit against the parties liable to pay, in his own name. 5.The acceptor of a bill of exchange drawn in a fictitious name and payable as per drawer's order, is liable to pay to the holder in due course, if there is an endorsement on the bill signed in the same hand as the drawer's signature and purporting to be made by the drawer. In such case, the acceptor cannot plead by way of defence that the bill is drawn in a fictitious name. 6. The maker of a promissory note, the drawer of a bill of exchange or cheque , and the acceptor of a bill of exchange for the honour of the drawer , in a suit thereon by the holder in due course, is not permitted to deny the validity of the instrument as originally made or drawn 7. The indorser of a negotiable instrument, in a suit thereon by a subsequent holder, is not permitted to deny the signature or the capacity to contract of any prior party to the instrument.

All Negotiable Instruments have certain common features such as – 1. Negotiable instruments can be transferred from one person to another . 2. The transferee of a negotiable instrument, when he fulfills certain conditions, is called a holder in due course. 3. It is not necessary to give notice of transfer of a negotiable instrument to the party liable to pay. 4. In a negotiable instrument, it is presumed that there is a consideration. 5. A decree can be obtained quickly for suits on promissory notes and bills of exchange. 6. A document that fails to qualify as a negotiable instrument may nevertheless be used as an evidence of the fact of indebtedness.

As said earlier, **Instrument** means a written document. The written document can be a – a Promissory note, a bill of exchange or a cheque payment either to Order or to the Bearer of such document.

Naturally, the obvious question coming to mind shall now be – **What is a Promissory Note ? ;**

A Promissory Note is not a currency note. It is an instrument (document) in writing which contains unconditional undertaking , duly signed by the maker, who agrees to pay a certain sum of money , only to the order of a certain person or to the bearer holding the instrument.

The person signing the instrument is called the **Maker** and the person who will get the money is called the **Payee.**

Next question is - What is a Bill of Exchange ?
A Bill of Exchange is also an instrument in writing containing an unconditional order , duly signed by the Maker , directing a certain person to pay a certain sum of money only to, or to the order of a certain person or to the bearer of the instrument.
The Maker of the Bill of Exchange is called the **Drawer** and the person who is directed to pay is called the **Drawee.** Here, the Payee must present the bill to the Drawee for his acceptance by signing on the bill and thereby signifying his acceptance. After Acceptance, the Drawee becomes the **Acceptor.**

The remaining question is - what is a Cheque ?
A Cheque is a Bill of Exchange drawn upon a specified banker and payable on demand. A cheque can be either a Bearer Cheque or an Order cheque but in both cases, it is **payable on demand.** The Specified banker , named has to pay the cheque, when it is presented to him during official banking/office hours at his office . However, the cheque must be validly drawn and the Drawee must have sufficient funds to his credit in his bank account in ordered to be duly honoured for payment.

Now let us know the **difference between a Promissory Note and a Bill of Exchange** .

1. In a Promissory Note, there are 2 parties – the **Maker** and the **Payee**
2. In a Bill of Exchange, there are 3 parties – The **Drawer**, the **Drawee** and the **Payee**.
3. In a Promissory Note, there is a **Promise to pay**
4. In a Bill of Exchange, there is an **Order to pay**
5. In a Promissory Note, no acceptance is required but **it has to be signed by the person liable to pay.**
6. A Bill of Exchange (barring exceptions) has to be accepted by the Drawee before it becomes binding on him .
7. **The maker** of a Promissory Note **is Primarily liable** on the instrument ;
8. **The Drawer** of the Bill of Exchange **is liable only when** the Drawee does not accept the instrument or pay the money amount due.
9. In case of a Promissory Note, the **Notice of Dishonour to the Maker is not required but** a **Notice of dishonor is required in case of a Bill of Exchange** , when there is a non-payment or non-acceptance .

So, the next question is What is a Notice of Dishonour ?

Please note that when there is a non-payment or non-acceptance of a Bill of Exchange, a notice has to be given to all the persons liable to pay, except the Drawee. **Such a notice is called Notice of Dishonour**.

At this stage, let us foundersand the **difference between Bill of Exchange and Cheque :**

1. A Cheque is a bill of exchange but it can be drawn only upon a bank.
2. A Bill of Exchange can be drawn upon any person including a bank. Every Bill of Exchange is not a cheque.
3. A Bill of Exchange required acceptance, except under

certain circumstances. (The exceptions are – 1. The Bill of Exchange have already been protested because of non-acceptance ; and 2. The presentation of the bill is barred by obstacles caused by superior force without human intervention such as earthquake, tornadoes, hurricane and acts of God.

4. A cheque is always payable on demand
5. A Bill of Exchange may be either payable on demand or after a period of time.
6. The acceptor of a bill of exchange is allowed 3 days of grace to make the payment, after the maturity of the bill
7. The Banker is not allowed any days of grace after being presented for payment
8. The Drawer of the bill is discharged from liability if the bill is not presented to the acceptor for payment at the due time.
9. The drawer of a cheque is discharged from liability only if he suffers damage due to delay in presenting the cheque for payment
10. A banker does not have to give a Notice of Dishonour to the drawer to make him liable to compensate the Payee, if the banker fails to pay a cheque.
11. In case of Bills of Exchange, it is necessary to give Notice of Dishonour to the drawer, except is special cases.
12. A cheque may be crossed but there is no provision to cross a Bill.
13. The payment of cheque may be countermanded by the Drawer.(Countermand means – to reverse, revoke, repeal, retract, rescind, withdraw, quash , scrap , over-rule, cancel , negate an order.)
14. The payment of a bill of Exchange cannot be countermanded.
15. A Cheque does not require any stamp
16. A Bill of Exchange must be stamped .

As said above, In case of Bills of Exchange, it is necessary to give Notice of Dishonour to the drawer, except in special cases given below :.

No Notice of Dishonour is required when –

1. It is dispensed with by the party entitled thereto ;
2. In the Order to change the Drawer, when he has countermanded payment (countermand means – to reverse, revoke, repeal, retract, rescind, withdraw, quash , scrap , over-rule, cancel , negate an order.);
3. When the party charged could not suffer damages for want of notice ;
4. When the party entitled to notice, cannot be found ;
5. When the acceptor is also a Drawer
6. When the promissory note is not negotiable ;
7. When the party entitled to notice, after knowing the facts, promises unconditionally to pay the amount due on the instrument.

Now, let us discuss about – **Crossing – Meaning, Definition and Type of Crossing .**

Crossing – Is done on a cheque, by putting two parallel lines across the face of the cheque leaf . There can be two types of

cheques – 1. Open Cheque ; 2. Crossed Cheque.

An **Open cheque** is one which can be presented across the counter for encashment.

A **Crossed Cheque** is one which has to be presented to the bank through another banker. Here, there are two types of Crossing – **General Crossing** and **Special Crossing.**

In case of **General Crossing**, the cheque can be presented to the bank through any banker. However, in case of **Special Crossing**, the name of the bank is written **between the parallel lines** and therefore that cheque has to be presented for encashment only through the bank named between the parallel lines.

A Special Crossing cheque is sometimes crossed – **Account Payee.** In such cases the words "Account Payee" is written in between the parallel lines drawn across the face of the cheque leaf. Here, the Drawer clearly directs the paying bank to pay to a particular person only and credit the amount to the bank account of the payee. In such cases, the cheques become non-transferable.

In a **Special Crossing Cheque**, the banker's name and payee's name is sometimes mentioned on the cheque. Since the bankers have full Know Your Customer (KYC) details of every customer's viz. name, verified address and signature , any forgery can now be detected .

Special Crossing helps in preventing fraudulent transactions and makes misappropriation difficult .

Rules applicable in the case of Lost Negotiable Instruments :

1. Where a bill of exchange has been lost before it is overdue, the holder may apply to the drawer to give him another bill of the same tenor. For that the holder has to indemnify the drawer by giving a security if required , against all persons in case it is found again.

2. Before payment of a negotiable instrument, the person liable to pay is entitled to see the instrument and after payment he is entitled to have it delivered to him. If the instrument is lost or or otherwise it cannot be produced to him, he can refuse to pay. If he pays in such a case, he can demand to be indemnified against any further claim thereon against that instrument from him.

3. The finder of a lost instrument gets no title.

4. If a negotiable instrument, payable to bearer is lost and the finder negotiates it to the third party who takes it in good faith and for value , the third party becomes a holder in due course and is entitled to receive the amount due on the instrument from the parties liable to pay.

5. If a lost negotiable instrument is indorsed by the finder

with a forged signature, the indorsee gets no title even though he might have taken it on good faith and for consideration.

6. If a lost negotiable instrument is paid to the person having it in his possession, the person liable to pay is discharged from all liabilities under the instrument. The true owner can however recover the money from the person who obtained the payment. In this case, the payment to the person finding the lost instrument, shall be considered as payment in due course.

The Negotiable Instruments Act lays down **certain Rules of Evidence and the Court can presume** the following :

1. That every instrument was made or drawn for a consideration.

2. That every Negotiable Instrument bearing a date was made or drawn on such a date.

3. That every accepted bill of exchange was accepted within a reasonable time after its date and before its maturity.

4. That every transfer of negotiable instrument was made before its maturity.

5. That a lost Promissory Note, Bill of Exchange or Cheque was duly stamped.

6. That a holder of a negotiable instrument is a holder in due course.

7. That the indorsements appearing upon a negotiable instrument were made in the order in which they appear thereon.

8. That if an instrument is dishonoured and a suit is filed in Court, the fact of dishonor shall be presumed by the Court unless and until such a fact is disapproved.

9. That the burden of proof lies on the party alleging and if the defendant alleges that there was no consideration, it is his duty to prove it.

The Negotiable Instruments Act lays down the following **Rules regarding Estoppel** :

Estoppel is the principle which prevents a person from denying something that was implied by a previous action or a statement made earlier, that is, going back on his or word.

1. Estoppel against denying original validity of instrument.
2. Estoppel against denying capacity of payee to indorse.
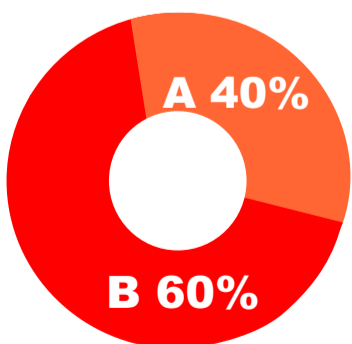3. Estoppel against denying signature or capacity of prior party.

150
YEARS OF
CELEBRATING
THE MAHATMA

PAPER: 4

FUNDAMENTALS
OF BUSINESS MATHEMATICS
AND STATISTICS (FBMS)

CMA Ankan K Bandyopadhyaya
He can be reached at:
abanerjee8533@gmail.com

Your Preparation Quick Takes

A 40%

B 60%

Syllabus Structure

A Fundamentals of Business Mathematics **40%**

B Fundamentals of Business Statistic **60%**

Learning Objectives:

The central **objective** of **Statistics** is to equip students with consequently requisite quantitative skills that they can employ and build on in flexible ways.
Statistics help to design data collection plans, analyze data appropriately and interpret and draw conclusions from those analyses.
To provide students with the idea of statistical calculations which promotes the efficient functioning of commerce and industry;

STATISTICS

In this issue we will discuss MCQs on Probability

Q1. Facet of Statistics namely computing the chance that something will occur in the future is called
(a) Statistical probability
(b) Statistical Interpretation
(c) Statistical Inference
(d) Statistical measurement

Q2. Inferential Statistics deals with
(a) Conclusions about a population based on a sample taken from that population
(b) Conclusions about a sample taken from a population
(c) Conclusions about a population based on specified data taken from that population
(d) Conclusions about a population based on a sample selected from a group of samples

Q3. Probability theory is often referred to as
(a) Science of prediction
(b) Science of uncertainty
(c) Science of chance
(d) Science of decision making

Q4. Probability theory allows the decision maker to analyze the risks
(a) With only limited information
(b) With all influencing information
(c) With all information
(d) With perfect information

Q5. In general probability is
(a) A numerical value between 0 and 1, exclusive, describing the absolute possibility an event will occur
(b) A numerical value between 0 and 1, inclusive, describing the absolute possibility an event will occur
(c) A numerical value between 0 and 1, exclusive, describing the relative possibility an event will occur
(d) A numerical value between 0 and 1, inclusive, describing the relative possibility an event will occur

Q6. The probability of two events A and B are 0.05 and 0.95 respectively. We could infer that
(a) Event A is more probable to happen
(b) Event B is more improbable to happen
(c) Event B is more probable to happen
(d) Event A & B are sure to happen

Q7. "Sun will disappear from blue sky today forever". With our available information & belief which one of the following value is most appropriate as probability to this event?
(a) 0.2
(b) 0.8
(c) 1
(d) 0

Q8. For an event Odds are "five to two" This means that
(a) In a total of seven trials the event will occur five times
(b) In a total of seven trials the event will occur two times
(c) In a total of five trials the event will occur two times
(d) In a total of seven trials the event will not occur five times

Q9. If the odds in favour of an event are X to Y, the probability of the event is

(a) $\dfrac{Y}{X+Y}$

(b) $\dfrac{X}{X+Y}$

(c) $\dfrac{Y}{X}$

(d) $\dfrac{X}{y}$

Q10. In probability theory experiment is
   (a) A process that leads to the occurrence of one and only one of several possible results
   (b) A process that eliminates improbable from probable
   (c) A process that leads to the occurrence of alldesired results out of several results
   (d) A process that leads to the occurrence of at least one probable result out of several possible results

Q11. A new type of dice is developed by a Gambler's association. Its authenticity is to be tested by 80 veteran Gamblers. The experiment is
   (a) 75 gamblers found the dice as authentic
   (b) Count the number of gamblers who think the new dice is authentic
   (c) More than half of the gamblers testing the dice liked it
   (d) 80 gamblers each put one observation

Q12. Classical probability is based on the assumption that
   (a) The outcomes of an experiment are already known
   (b) The probability of an outcome of an experiment is always 0.5
   (c) The probability of all outcomes in an experiment is always 1
   (d) The outcomes of an experiment are equally likely

Q13. From a sample of manufactured parts, one item is selected. The mutually exclusive event is
   (a) The event of selecting an unacceptable part
   (b) The event of selecting an acceptable part
   (c) The event of selecting an acceptable as well as an unacceptable part
   (d) (a) & (b) above, not (c)

Q14. If an experiment has a set of events that includes every possible outcomes, then the set is called
   (a) Mutually Exclusive set
   (b) Mutually Exhaustive set
   (c) Collectively Exhaustive set
   (d) Exhaustive & Exclusive set

Q15. Empirical probability is based on
   (a) The number of times an event occurs as a proportion of a known number of trials
   (b) The number of times an event occurs as a proportion of possible outcomes
   (c) The number of times an event occurs as a proportion of favourable outcomes
   (d) The number of times an event occurs as a proportion of favourrable events

Q16. The empirical probability of getting a head in tossing a coin once is
   (a) 0.5 or 1
   (b) 0 or 1
   (c) 0.5
   (d) 0

Q17. Classical probability is

   (a) Probability of fetting head $= \dfrac{\text{Number of favourable outcome}}{\text{Total number of possible outcome}}$

   (b) Probability of getting head $= \dfrac{\text{Number of favourable outcome}}{\text{Total number of trails}}$

   (c) Probability of getting gead $= \dfrac{\text{Number of possible outcome}}{\text{Total number of trails}}$

   (d) Probability of getting head $= \dfrac{\text{Number of trials}}{\text{Number of possible outcomes}}$

Q18. Over a large number of trials - tossing a coin
   (a) The empirical probability of an event will approach 0
   (b) The empirical probability of an event will approach 1
   (c) The empirical probability of an event will approach classical probability
   (d) The classical probability of an event will approach empirical probability

Q19. On February 1, 2003 the space shuttle Columbia exploded. This was the second disaster in 113 space mission for NASA. On the basis of this information the probability that a future mission is successfully completed is
   (a) 0.5
   (b) 0.98
   (c) 1
   (d) 0.017

Q20. After appearing in CMA foundation examination if you said that there is 50% chance of passing then you are depending on
(a) Classical probability
(b) Empirical probability
(c) Subjective probability
(d) Biased probability

Q21. One card is randomly selected from a standard 52 card deck. The probability, as answered by you, of getting a queen is 1/13. You used the
(a) Classical approach to probability
(b) Empirical approach to probability
(c) Subjective approach to probability
(d) Biased approach to probability

Q22. The center for child care reports on 540 children and marital status of their parents. There are 334 married, 182 divorced, and 24 widowed parents. The probability of a particular child chosen at random will have a parent who is married is
(a) 0.62 by classical probability approach
(b) 0.5 by empirical probability approach
(c) 0.62 by empirical probability approach
(d) 0.62 by subjective probability approach

Q23. Addition rule for mutually exclusive events A & B is
(a) $P(A \text{ or } B) = P(A) + P(B)$
(b) $P(A \text{ or } B) = P(A+B)$
(c) $P(A \text{ or } B) = P(A) + P(B) - P(AB)$
(d) $P(A \text{ or } B) = P(A+B-AB)$

Q24. Addition rule for not mutually exclusive events A & B is
(a) $P(A \text{ or } B) = P(A) + P(B)$
(b) $P(A \text{ or } B) = P(A+B)$
(c) $P(A \text{ or } B) = P(A) + P(B) - P(AB)$
(d) $P(A \text{ or } B) = P(A+B-AB)$

Q25. Joint probabilities of events A & B under statistical independence is
(a) $P(AB) = P(A) + P(B)$
(b) $P(AB) = P(A) * P(B)$
(c) $P(AB) = P(A) * P(B) - P(AB)$
(d) $P(AB) = 1 - P(A) * P(B)$

Q26. Conditional probability under statistical independence is
(a) $P(B/A) = P(BA)$
(b) $P(B/A) = P(B)P(A)$
(c) $P(B/A) = \dfrac{P(BA)}{P(A)}$
(d) $P(B/A) = P(B)$

Q27. Conditional probability under statistical dependence is
(a) $P(B/A) = P(BA)$
(b) $P(B/A) = P(B) P(A)$
(c) $P(B/A) = \dfrac{P(BA)}{P(A)}$
(d) $P(B/A) = P(B)$

Q28. Joint probabilities of events A & B under statistical dependence is
(a) $P(BA) = P(B/A) * P(B)$
(b) $P(BA) = P(B/A) * P(A)$
(c) $P(BA) = P(B/A) / P(AB)$
(d) $P(BA) = P(B/A)$

Q29. A golfer has 12 golf shirts in his closet. Suppose 9 of these shirts are white and the others blue. He gets dressed in the dark. So he just grabs a shirt and puts it on. He plays golf two days in a row and does not launder and return the used shirts to the closet. The likelihood that both the shirts selected are white is represented as

(a) $P(W_2/W_1) = \dfrac{P(W_2 W_1)}{P(W_1)}$ Where W_1 & W_2 are events of wearing white shirts

(b) $P(W_2 W_1) = P(W_2/W_1) \times P(W_1)$ Where W_1 & W_2 are evebts of wearing white shirts

(c) $P(W_2 W_1) = P(W_2/W_1)$ Where W_1 & W_2 are events of wearing white shirts

(d) $P(W_1 W_2) = P(W_2/W_1) \times P(W_2)$, Where W_1 & W_2 are evebts of wearing white shirts

Q30. A golfer has 12 golf shirts in his closet. Suppose 9 of these shirts are white and the others blue. He gets dressed in the dark. So he just grabs a shirt and puts it on. He plays golf three days in a row and does not launder and return the used shirts to the closet. The likelihood that all the three shirts selected are white is
  (a) 0.38
  (b) 0.55
  (c) 0.75
  (d) 0.16

Q31. The board of directors of IBM consists of eight men and four women. A four member search committee is to be chosen at random to conduct a nationwide search for a new President. The probability that all four members of the search committee will be women is
  (a) 0.016
  (b) 0.1414
  (c) 0.002
  (d) 0.057

Q32. If two unbiased coins are tossed once, the probability of getting both the heads is
  (a) 0.25
  (b) 0.50
  (c) 0.75
  (d) 1

Q33. The probability that a leap year selected at random contain 53 Sundays is
  (a) 0.143
  (b) 1
  (c) 0.286
  (d) 0.48

Q34. A card is drawn from an ordinary pack and a gambler bets it is a spade or an ace. Odds against his winning is
  (a) 1/13
  (b) 11/13
  (c) 9/4
  (d) 5/11

Q35. There are three events A, B, C one of which must and only one can happen. The odds are 7 to 3 against A and 6 to 4 against B. The odds against C is
  (a) 3/10
  (b) 4/10
  (c) 1/2
  (d) 7/3

Q36. If $P(A) = 0.7, P(\bar{B}) = 0.5$ & $P(\bar{A} \cup \bar{B}) = 0.6$, if A & B are not mutually exclusive event than $P(A \cup B)$ is
  (a) 0.5
  (b) 0.8
  (c) 0.4
  (d) 0.3

Q37. A lot contains 10 items of which 3 are defective. Three items are chosen from the lot at random one after another without replacement. The probability that all the three are defective is
  (a) 0.008
  (b) 0.992
  (c) 0.067
  (d) 0.05

Q38. The probability that machine A will be performing its usual function in 5 years' time is $\frac{1}{4}$ while the probability that machine B will be operating usefully at the same period is 1/3. The probability that in 5 years' time neither of the machine will be operating is
  (a) 3/4
  (b) 2/3
  (c) 1/2
  (d) 1/3

Q39. If $P(A) = 0.3, P(B) = 0.2$ and $P(C) = 0.1$, then assuming A, B and C are independent events, the probability of occurrence of at least one of the three events is
  (a) 0.7
  (b) 0.8
  (c) 0.006
  (d) 0.496

Q40. Which one of the following is based on Bayes' Theorem?

(a) $P(A_1 / B) = \dfrac{P(A_1)P(B / A_1)}{P(A_1)P(B / A_1) + P(A_2)P(B / A_2)}$

(b) $P(A_2 / B) = \dfrac{P(A_1) P(B / A_1)}{P(A_1)P(B / A_1) + P(A_2)P(B / A_2)}$

(c) $P(A_1 / B) = \dfrac{P(A_2)P(B / A_2)}{P(A_1)P(B / A_1)+P(A_2)P(B / A_2)}$

(d) $P(A_2 / B) = \dfrac{P(A_{12}) P (B / A_{12})}{P(A_1)P(B / A_1)+P(A_2)P(B / A_2)}$

Q41. In IPL Kolkata Knight Riders plays 70% of their games at night (8 o clock slot) and 30% during the day (4 o clock slot). The team wins 50% of their night games and 90% of their day games. According to today's newspaper they own yesterday. The probability that the game was played at night is
   (a) 0.4667
   (b) 0.5645
   (c) 0.35
   (d) 0.5

Q42. A local bank reports that 80% of its customers maintain a checking account, 60% have a savings account and 50% have both. If a customer is chosen at random the probability that the customer does not have either a checking or a savings account is
   (a) 0.90
   (b) 0.50
   (c) 0.45
   (d) 0.10

Q43. The probability that a value chosen at random from a particular population is larger than the median of the population
   (a) 0.25
   (b) 0.50
   (c) 1.00
   (d) 0.67

Q44. Sardar a taxi driver in Kolkata has found that the weather affects his customers' tipping. If it is raining his customers usually tip poorly. When it is not raining, however, they usually tip well. Which of the following is true?
   (a) Tips and weather are statistically independent
   (b) The weather conditions in Kolkata are not mutually exclusive
   (c) P (Good tip | rain) is larger than P (bad tip | rain)
   (d) None of these

Q45. When two events happen simultaneously which of the following is true?
   (a) The outcome of the first event always have an effect on the outcome of the second event
   (b) The outcome of the first event may or may not have an effect on the outcome of the second event
   (c) The outcome of the first event does not not have any effect on the outcome of the second event
   (d) The outcome of the first event have always a 50% effect on the outcome of the second event

Q46. Higher level social and managerial decisions are concerned with specific unique situations rather than with a long series of identical situations. Social & managerial decision makers therefore rely mostly on
   (a) Subjective probability
   (b) Classical probability
   (c) Empirical probability
   (d) Conditional probability

Q47. When we use relative frequency approach to establish probabilities, our probability figure
   (a) Will lose accuracy as we increase the number of observations
   (b) Will gain accuracy as we decrease the number of observations
   (c) Will gain accuracy as we increase the number of dependent observations
   (d) Will gain accuracy as we increase the number of observations

Q48. Priory probability is
   (a) Subjective probability
   (b) Empirical probability
   (c) Classical probability
   (d) Probability with Bayes' theorem

Q49. Refer the following table:

Second Event	First event			Total
	A1	A2	A3	
B1	2	1	3	6
B2	1	2	1	4
Total	3	3	4	10

$P\ \dfrac{B_1}{A_2}\ \&\ P\ B_2 A_3$

    (a) 1/3, 2/10
   (b) 1/3, 1/10
    (c) 1/10, 1/3
    (d) 1/10, 1/10

Q50. A survey by Air travelers' association revealed that 60% of its member made airline reservations last year. Two members are selected at random. The probability that both the members made airline reservations last year is
    (a) 0.60
    (b) 0.40
    (c) 0.36
    (d) 0.16

Q1	c	Q26	d		Q12	d	Q37	a		Q23	a	Q48	c
Q2	a	Q27	c		Q13	d	Q38	c		Q24	c	Q49	b
Q3	b	Q28	b		Q14	c	Q39	d		Q25	b	Q50	c
Q4	a	Q29	b		Q15	a	Q40	a					
Q5	d	Q30	a		Q16	b	Q41	b					
Q6	c	Q31	c		Q17	a	Q42	d					
Q7	d	Q32	a		Q18	c	Q43	b					
Q8	a	Q33	c		Q19	b	Q44	d					
Q9	b	Q34	c		Q20	c	Q45	b					
Q10	a	Q35	d		Q21	a	Q46	a					
Q11	b	Q36	b		Q22	c	Q47	d					

Suggestions:

The study note need to be read thoroughly. Supplementary readings could be made from other resources. This issue is based on Statistics for Management by Richard I Levin and Statistics by Sancheti Kapoor. In this issue basic concepts of Probability with Bayes' theorem are discussed as supplement to the study guide. Students should try to understand the illustrations considered. For clear conception go thoroughly on the subject Guide book on the paper 4- Fundamental of Business mathematics and Statistics written and issued by Institute on Syllabus -16.
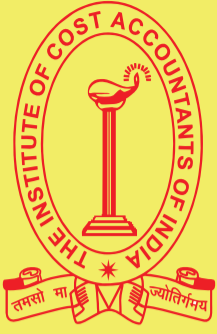
Game Changing

CMA (Dr.) Sreehari Chava
Cost & Management Consultant,
Nagpur, Maharastra,
He can be reached at:
sreeharichava@yahoo.co.in

01.00 The Incredible Game Changer

The Mahabharata war was about to begin. The cousins, Pandavas and Kauravas, were aligning their friends and relatives to fight on their side. Duryodhana, himself, on behalf of the Kauravas and Arjuna on behalf of the Pandavas reached the abode of Krishna to seek his support. Having been related to both the sides, Krishna had no logic to deny support to any of them. Hence, Krishna divided his forces into two; one he himself in one part and two his entire army on the other part. He also added a rider that he would not personally fight or wield any weapon. Arjuna chose Krishna; and Duryodhana took the army.

> Krishna adorned the role of the 'Incredible Game Changer' like Partha Sarathi throughout. Krishna is the differential advantage possessed by Pandavas.

In private, Krishna praised the wisdom of Duryodhana in choosing the powerful yadava army and chided Arjuna saying that he committed a blunder by opting for the weaponless Krishna. Arjuna countered fondly and explained that Pandavas are strong enough to fight on their own; but what they need is a 'Strategic Guide' who can provide direction towards winning the war. He requested Krishna to be his charioteer in the war. Krishna, thus, assumed the role of 'Partha Sarathi' meaning 'Charioteer of Arjuna' and anchored the Pandava-win in the Great War.

As the war was about to begin, Arjuna went into a momentary depression for he had to fight and kill all his elders, teachers and relatives who were on the opposite side. Krishna invents 'The Bhagavad Gita' and mentors Arjuna that "Fighting the righteous war is the duty of Arjuna". Arjuna came out of the depression and went on to fight the war with rejuvenated vigour and valour. In course of time, 'The Bhagavad Gita' has emerged as the sealing achievement of Hindu synthesis, incorporating various religious traditions. The Bhagavad Gita 's call for selfless action inspired many leaders of the Indian independence movement including Mahatma Gandhi. Mahatma referred to the Gita as his "spiritual dictionary".

Mahabharata is full of the strategic ventures undertaken by the Pandavas, at the behest of Krishna, starting with Khandavavan Dahan and extending beyond the Mahabharata war. Krishna had always played the role of a catalytic strategist who enabled and empowered the Pandavas towards accomplishing the desired goals. He adorned the role of the 'Incredible Game Changer' like Partha Sarathi throughout. Krishna is the differential advantage possessed by Pandavas.

02.00 To be a Game Changer

At one time or another all great leaders experience something so big and so impactful it literally changes the landscape - it's what is called a "Game Changer." A game changer is that ah-ha moment where you see something others don't. It's the transformational magic that takes organizations from ordinary to exceptional.

The three astounding qualities that a **Game Changer** exhibits may be classified as:

    (i)   Relentless Pursuit

    (ii)   Be Original

    (iii)   Develop a Clear Purpose

Relentless Pursuit: Ever wonder how people come up with the proverbial big idea? They work at it. Put simply, the best leaders proactively focus on pursuing game changers. They're never satisfied with the ordinary or mundane. Richard Branson, Jeff Bezos and other CEOs recognized for their big ideas didn't just get lucky – they were/are committed to the constant pursuit of game changers. They aren't just dreamers - they are doers. Successful leaders are nothing if not persistent, committed individuals who understand potential is of little value if said potential fails to be realized.

Be Original: One of the things wrong with today's marketplace is there's far too much rehashing of old ideas spun as new. Great leaders aren't copycats – they abhor me too business methodologies. Leaders who pursue game changers

have no patience for the status quo - they focus their efforts on shattering the status quo. Game changers refuse to allow their organizations to adopt conventional orthodoxy and bureaucracy - they challenge norms, break conventions, and they encourage diversity of thought. The message here is a simple one - don't copy, but create. Don't just play the game - change the game. The goal is to create, improve on, and innovate around best practices in order to find next practices.

Develop a Clear Purpose: Leaders who create or inspire game changers are nothing if not aware. Not only are they self-aware, they're aware of the emotions and needs of others, and they are also clearly aware of what will be embraced in the market. They possess a refined blend of intrinsic curiosity and extrinsic focus. Perhaps most of all, game changing leaders are in touch with a greater purpose - they understand the value of serving something beyond themselves. As many of you know, CEOs understand profit and purpose are not mutually exclusive terms. CEOs from companies like Whole Foods, Zappos, Gibson Guitars, The Container Store, Louisville Slugger, Humana, Tata, and other leading brands, are collaborating with CEOs of emerging brands, non-profits and NGOs to find the next wave of purpose driven game changers. If you want to create a real game changer have a purpose that serves, improves, helps, and inspires.

03.00 The Six Steps

Mike Myatt, Chairman, N2Growth sets forth the following six steps, called SMARTS (**S**imple-**M**eaningful-**A**ctionable-**R**elational-**T**ransformational-**S**calable) in short, represent my personal process for finding and implementing game changers.

(i) **Simple**: While not all game changers are simple, the best ones usually are. It was Albert Einstein who said, "If you can't explain it simply, you don't understand it well enough." In most cases simple can be translated as realistic, cost effective, quick to adopt, and fast to implement. Don't get entangled in complexities - become heavily invested in simplicity.

(ii) **M**eaningful: Game changers have great purpose, meet a need, solve a problem, serve an existing market, or create a new one – they are meaningful. Most leaders get sucked down into the weeds and spend too much of their valuable time majoring in the minors. If it's not really meaningful, if it doesn't serve a greater purpose, if it's not a game changer, why do it? Ideas, products, services and/or solutions that focus on value creation fare better than those that don't.

(iii) **A**ctionable: It's not a game changer if whatever "it" is never gets off the drawing board. If you cannot turn an idea into innovation, if you can't put a thought into practice, then it's not a game changer. By definition game changers happen, they exist, they have life. They don't lurk in the shadow-lands of the ethereal and esoteric, they become reality.

(iv) **R**elational: Game changers are found to enhance, extend, and leverage existing relationships, as well as serve to create new ones. When you get down to brass tacks, all business boils down to people (employees, customers, partners, investors, vendors, etc.), and people mean relationships. Real game changers understand the power of people and relationships, and they embody this in both their construction and implementation. If you forget the people, you cannot have a game changer.

(v) **T**ransformational: A static game changer is, yet, to be seen. By definition, a game changer causes change. If nothing changes, if nothing is created, if nothing is improved, if nothing is transformed, then you don't have a game changer. A lesson learned long ago is that you simply cannot experience sustainable improvement without transformation.

(vi) **S**calable: If it's not scalable it's not a game changer. An idea that offers no hope of a future will more often than not turn into a nightmare rather than fulfil a dream. True game changers are built with velocity and sustainability in mind. The best thing about real games changers is they build upon themselves to catalyze other accretive opportunities.
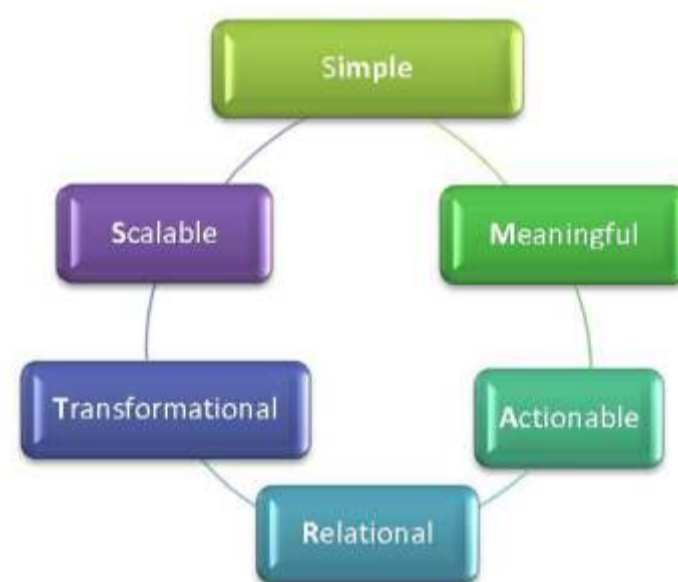
04.00 Quick Take

Strategy is the key for success. A pair of individuals, like Krishna and Arjuna, who supplement each other form an invincible combination. A strategist on hand is the differential advantage that the winner wields. This piece can be a game changer to many people if those who read it are willing to share their collective wisdom.

Resources
1. Krishna, www.wikipedia.org, 18.09.2015
2. Mahabharata retold by C. Rajagopalachari, International Gita Society
3. www.forbes.com/sites/mikem0/how-great-leaders-create-game-changers_21.03.2019

Examination
TIME TABLE

THE INSTITUTE OF COST ACCOUNTANTS OF INDIA
(Statutory body under an Act of Parliament)

Day & Date	Foundation Examination Syllabus-2016 Time 2.00 p.m. to 5.00 p.m.
11th December, 2019 (Tuesday)	Fundamentals of Economics & Management
12th December, 2019 (Wednesday)	Fundamentals of Accounting
13th December, 2019 (Thursday)	Fundamentals of Laws & Ethics
14th December, 2019 (Friday)	Fundamentals of Business Mathematics & Statistics
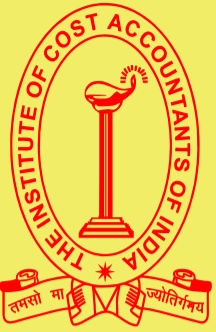
PRACTICAL
Advice

ABOUT YOUR STUDIES - FOUNDATION COURSE

Practical support, information and advice to help you
get the most out of your studies.

START

01 Read Study Notes
MTPs, E-Bulletin
Work Books
Webinar seasons

02 Solve Excercises
given in Study Note

03 Assess Yourself

04 Appear For Examination

FINISHED

SUBMISSION

150
YEARS OF
CELEBRATING
THE MAHATMA

Submission

Dear Students,

We are very much delighted to receive responses from all of you; for whom our effort is!

We have noted your queries and your requests will definitely be carried out. Further, requesting you to go through the current edition of the bulletin. All the areas will be covered gradually. Expecting your responses further to serve you better as we believe that there is no end of excellence! One of the mails received is acknowledged below.

Please put your opinions so that we can make your e-bulletin everything that you want it to be.

Send your Feedback to:
e-mail: studies.ebulletin@icmai.in
website: http://www.icmai.in

Updation of E-Mail Address/Mobile:

Students are advised to update their E-Mail id and Mobile Numbers timely so that important communications are not missed as the same are sent through bulk mail/SMS nowadays. Student may update their E-Mail id/ Mobile Number instantly after logging into their account at www.icmai.in at request option.
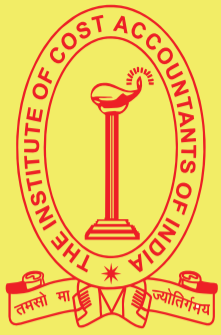
Message from
Directorate of Studies

Dear Students,

Greetings from the D.O.S..

Congratulation to all the successful examiners who have pass in December, 2018 terms of examination Those, could not clear in please remind that, failure is a key of success so try hard. We from the Directorate of Studies know your expectations from us and accordingly we are trying to deliver some meaningful tips through the **publications of monthly E-bulletins**. Other than this we are trying to help you through **New Mock Test Papers (MTPs), New Work book**, and we are conducting **New Webinar sessions (live)** and where your active participation is amazing. Before stepping in to the examination hall, please go through the **PPTs on 'Achieve your GOAL'**; uploaded by the Directorate of Studies and which will help you to know about certain Do's and Dont's in the examination.

You know that the nation is celebrating 150th birth anniversary of the father of the nation M.K.Gandhi. One of his inspirational message towards the students were:

" Continue to grow and evolve",

Let us observe his memory, following the above message.

Certain general guidelines are listed below and which will help you in preparing yourselves:

- Conceptual understanding & Overall understanding of the subject should be clear.
- Candidates are advised to go through the study material provided by the Institute in an analytical manner.
- Students should improve basic understanding of the subject with focus on core concepts.
- The Candidates are expected to give to the point answer, which is a basic pre-requisite for any professional examination.
- To strengthen the answers candidates are advised to give answer precisely and in a structured manner.
- In-depth knowledge about specific terms is required.
- Write question numbers correctly and prominently.
- Proper time management is also important while answering.

Please refer the links mentioned below :

For Mock Test Papers (MTP) : **http://icmai.in/studentswebsite/mtp2016_j18_fnd.php**

For PPT on "Achieve your GOAL : **http://icmai.in/studentswebsite**

Live Webinar Link : **http://icmai.in/icmai/news/889.php**

Ebulletin Link : **https://icmai.in/studentswebsite/E-Bulletin.php**

We are sure that you will be motivated after looking into the placement news of our students' appeared in the Times of India, newspaper.

GOOD LUCK & Best wishes as always.

Be Prepared and Get Success;

Disclaimer:
Although due care and diligence have been taken in preparation and uploading this E-bulletin, the Institute shall not be responsible for any loss or damage, resulting from any action taken on the basis of the contents of this E-bulletin.

150 YEARS OF CELEBRATING THE MAHATMA

27