



Unit-1: Business Environment and International Business

- Concepts and elements of business environment: Economic environment- Economic systems, Economic policies (Monetary and fiscal policies); Political environment- Role of government in business; Legal environment–Consumer Protection Act, FEMA; Socio-cultural factors and their influence on business; Corporate Social Responsibility (CSR).
- Scope and importance of international business; Globalization and its drivers; Modes of entry into international business.
- Theories of international trade; Government intervention in international trade; Tariff and non-tariff barriers; India's foreign trade policy.
- Foreign direct investment (FDI) and Foreign portfolio investment (FPI); Types of FDI, Costs and benefits of FDI to home and host countries; Trends in FDI; India's FDI policy.
- Balance of payments (BOP): Importance and components of BOP.
- Regional Economic Integration: Levels of Regional Economic Integration; Trade creation and diversion effects; Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA.
- International Economic institutions: IMF, World Bank, UNCTAD.
- World Trade Organization (WTO): Functions and objectives of WTO; Agriculture Agreement; GATS; TRIPS; TRIMS.

Unit-2: Accounting and Auditing

- Basic accounting principles; concepts and postulates.
- Partnership Accounts: Admission, Retirement, Death, Dissolution and Insolvency of partnership firms.
- Corporate Accounting: Issue, forfeiture and reissue of shares; Liquidation of companies; Acquisition, merger, amalgamation and reconstruction of companies.
- Holding company accounts.
- Cost and Management Accounting: Marginal costing and Break-even analysis; Standard costing; Budgetary control; Process costing; Activity Based Costing (ABC); Costing for decision-making; Life cycle costing, Target costing, Kaizen costing and JIT.
- Financial Statements Analysis: Ratio analysis; Funds flow Analysis; Cash flow analysis.
- Human Resources Accounting; Inflation Accounting; Environmental Accounting
- Indian Accounting Standards and IFRS.
- Auditing: Independent financial audit; Vouching; Verification and valuation of assets and liabilities; Audit of financial statements and audit report; Cost audit.
- Recent Trends in Auditing: Management audit; Energy audit; Environment audit; Systems audit; Safety audit.



Unit – 3 : Business Economics

- Meaning and scope of business economics.
- Objectives of business firms.
- Demand analysis: Law of demand; Elasticity of demand and its measurement; Relationship between AR and MR.
- Consumer behavior: Utility analysis; Indifference curve analysis.
- Law of Variable Proportions: Law of Returns to Scale.
- Theory of cost: Short-run and long-run cost curves.
- Price determination under different market forms: Perfect competition; Monopolistic competition; Oligopoly–Price leadership model; Monopoly; Price discrimination.
- Pricing strategies: Price skimming; Price penetration; Peak load pricing.

Unit – 4 : Business Finance

- Scope and sources of finance; Lease financing.
- Cost of capital and time value of money.
- Capital structure.
- Capital budgeting decisions: Conventional and scientific techniques of capital budgeting analysis.
- Working capital management; Dividend decision: Theories and policies.
- Risk and return analysis; Asset securitization.
- International monetary system.
- Foreign exchange market; Exchange rate risk and hedging techniques.
- International financial markets and instruments: Euro currency; GDRs; ADRs.
- International arbitrage; Multinational capital budgeting.

Unit – 5 : Business Statistics and Research Methods

- Measures of central tendency.
- Measures of dispersion.
- Measures of skewness.
- Correlation and regression of two variables.
- Probability: Approaches to probability; Bayes' theorem.
- Probability distributions: Binomial, poisson and normal distributions.
- Research: Concept and types; Research designs.
- Data: Collection and classification of data.
- Sampling and estimation: Concepts; Methods of sampling–probability and non- probability methods; Sampling distribution; Central limit theorem; Standard error; Statistical estimation.
- Hypothesis testing: z-test; t-test; ANOVA; Chi-square test; Mann-Whitney test (U- test); Kruskal-Wallis test (H-test); Rank correlation test.
- Report writing.



Unit – 6 : Business Management and Human Resource Management

- Principles and functions of management.
- Organization structure: Formal and informal organizations; Span of control.
- Responsibility and authority: Delegation of authority and decentralization.
- Motivation and leadership: Concept and theories.
- Corporate governance and business ethics.
- Human resource management: Concept, role and functions of HRM; Human resource planning; Recruitment and selection; Training and development; Succession planning.
- Compensation management: Job evaluation; Incentives and fringe benefits.
- Performance appraisal including 360 degree performance appraisal.
- Collective bargaining and workers' participation in management.
- Personality: Perception; Attitudes; Emotions; Group dynamics; Power and politics; Conflict and negotiation; Stress management.
- Organizational Culture: Organizational development and organizational change.

Unit – 7 : Banking and Financial Institutions

- Overview of Indian financial system-
Types of banks: Commercial banks; Regional Rural Banks (RRBs); Foreign banks; Cooperative banks.
- Reserve Bank of India: Functions; Role and monetary policy management.
- Banking sector reforms in India: Basel norms; Risk management; NPA management.
- Financial markets: Money market; Capital market; Government securities market.
- Financial Institutions: Development Finance Institutions (DFIs); Non-Banking. Financial Companies (NBFCs); Mutual Funds; Pension Funds.
- Financial Regulators in India.
- Financial sector reforms including financial inclusion.
- Digitisation of banking and other financial services: Internet banking; mobile banking; Digital payments systems.
- Insurance: Types of insurance- Life and Non-life insurance; Risk classification and management; Factors limiting the insurability of risk; Re-insurance; Regulatory framework of insurance - IRDA and its role.

Unit – 8 : Marketing Management

- Marketing: Concept and approaches; Marketing channels; Marketing mix; Strategic marketing planning; Market segmentation, targeting and positioning.
- Product decisions: Concept; Product line; Product mix decisions; Product life cycle; New product development.
- Pricing decisions: Factors affecting price determination; Pricing policies and strategies.
- Promotion decisions: Role of promotion in marketing; Promotion methods–Advertising; Personal selling; Publicity; Sales promotion tools and techniques; Promotion mix.
- Distribution decisions: Channels of distribution; Channel management.



- Consumer Behaviour; Consumer buying process; factors influencing consumer buying decisions.
- Service marketing.
- Trends in marketing: Social marketing; Online marketing; Green marketing; Direct marketing; Rural marketing; CRM.
- Logistics management.

Unit – 9 : Legal Aspects of Business

- Indian Contract Act, 1872: Elements of a valid contract; Capacity of parties; Free consent; Discharge of a contract; Breach of contract and remedies against breach; Quasi contracts.
- Special contracts: Contracts of indemnity and guarantee; contracts of bailment and pledge; Contracts of agency.
- Sale of Goods Act, 1930: Sale and agreement to sell; Doctrine of Caveat Emptor; Rights of unpaid seller and rights of buyer.
- Negotiable Instruments Act, 1881: Types of negotiable instruments; Negotiation and assignment; Dishonour and discharge of negotiable instruments.
- The Companies Act, 2013: Nature and kinds of companies; Company formation; Management, meetings and winding up of a joint stock company.
- Limited Liability Partnership: Structure and procedure of formation of LLP in India.
- The Competition Act, 2002: Objectives and main provisions.
- The Information Technology Act, 2000: Objectives and main provisions; Cyber crimes and penalties.
- The RTI Act, 2005: Objectives and main provisions.
- Intellectual Property Rights (IPRs) : Patents, trademarks and copyrights; Emerging issues in intellectual property.
- Goods and Services Tax (GST): Objectives and main provisions; Benefits of GST; Implementation mechanism; Working of dual GST.

Unit – 10 : Income-tax and Corporate Tax Planning

- Income-tax: Basic concepts; Residential status and tax incidence; Exempted incomes; Agricultural income; Computation of taxable income under various heads; Deductions from Gross total income; Assessment of Individuals; Clubbing of incomes.
- International Taxation: Double taxation and its avoidance mechanism; Transfer pricing.
- Corporate Tax Planning: Concepts and significance of corporate tax planning; Tax avoidance versus tax evasion; Techniques of corporate tax planning; Tax considerations in specific business situations: Make or buy decisions; Own or lease an asset; Retain; Renewal or replacement of asset; Shut down or continue operations.
- Deduction and collection of tax at source; Advance payment of tax; E-filing of income-tax returns.
- Income-tax: Basic concepts–Residential status and tax incidence–Exempted incomes; Agricultural



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income—Computation of taxable income under Salaries, House property, Capital gains, Profits and gains of business and profession and Income from other sources – Gross total income – Deductions from Gross total income—Clubbing of incomes—Set off and carry forward of losses—Assessment of Individuals.

- Deduction and collection of tax at source—Advance payment of tax—E-filing of income-tax returns.
- Tax planning, Tax avoidance and Tax evasion – Techniques of corporate tax planning and specific management decisions: Make or buy, Own or lease, Retain or replace, Shut down or continue.
- International Taxation: Transfer pricing and anti-avoidance measures – Non-resident taxation – Double taxation relief – Application and interpretation of tax treaties.