

University of Mumbai

वेबसाईट - mu.ac.in

ईमेल - आयडी - dr.aams@fort.mu.ac.in
aams3@mu.ac.in



विद्याविषयक प्राधिकरणे
सभा आणि सेवा विभाग(ए.ए.एम.एस)
कम नं. १२८ एम.जी.रोड, फोर्ट,
मुंबई - ४०० ०३२
टेलिफोन नं - ०२२ - ६८३२००३३

(नॅक पुनर्मूल्यांकनाद्वारे ३.६५ (सी.जी.पी.ए.) सह अ++ श्रेणी
विद्यापीठ अनुदान आयोगाद्वारे श्रेणी १ विद्यापीठ दर्जा)

क.वि.प्रा.स.से./आयसीडी/२०२५-२६/३७

दिनांक : २७ मे, २०२५

परिपत्रक:-

सर्व प्राचार्य/संचालक, संलग्नित महाविद्यालये/संस्था, विद्यापीठ शैक्षणिक विभागांचे संचालक/ विभाग प्रमुख यांना कळविण्यात येते की, राष्ट्रीय शैक्षणिक धोरण २०२० च्या अमलबजावणीच्या अनुषंगाने शैक्षणिक वर्ष २०२५-२६ पासून पदवी व पदव्युत्तर अभ्यासक्रम विद्यापरिषदेच्या दिनांक २८ मार्च २०२५ व २० मे, २०२५ च्या बैठकीमध्ये मंजूर झालेले सर्व अभ्यासक्रम मुंबई विद्यापीठाच्या www.mu.ac.in या संकेत स्थळावर NEP २०२० या टॅब वर उपलब्ध करण्यात आलेले आहेत.

मुंबई - ४०० ०३२
२७ मे, २०२५


(डॉ. प्रसाद कारडे)
कुलसचिव

क.वि.प्रा.स.से.वि/आयसीडी/२०२५-२६/३७ दिनांक : २७ मे, २०२५
Desktop/ Pritam Loke/Marathi Circular/NEP Tab Circular



Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
13	The Deputy Registrar, Election Section, Fort drelection@election.mu.ac.in
14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	Faculty of Humanities, Offg. Dean 1. Prof.Anil Singh Dranilsingh129@gmail.com Offg. Associate Dean 2. Prof.Manisha Karne mkarne@economics.mu.ac.in 3. Dr.Suchitra Naik Naiksuchitra27@gmail.com
	Faculty of Commerce & Management, Offg. Dean, 1 Prin.Ravindra Bambardekar principal@model-college.edu.in Offg. Associate Dean 2. Dr.Kavita Laghate kavitalaghate@jbims.mu.ac.in 3. Dr.Ravikant Balkrishna Sangurde Ravikant.s.@somaiya.edu 4. Prin.Kishori Bhagat kishoribhagat@rediffmail.com

	Faculty of Science & Technology Offg. Dean 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in Offg. Associate Dean 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
	Faculty of Inter-Disciplinary Studies, Offg. Dean 1. Dr. Anil K. Singh aksingh@trcl.org.in Offg. Associate Dean 2. Prin. Chadrashekhhar Ashok Chakradeo cachakradeo@gmail.com 3. Dr. Kunal Ingle drkunalingle@gmail.com
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW directr@dsd.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

As Per NEP 2020

University of Mumbai



Syllabus for Major Vertical – 1 & 4

Name of the Programme – B.Com. (Financial Management)

Faulty of Commerce

Board of Studies in Financial Management

U.G. Second Year Programme

**Exit
Degree**

**U.G. Diploma in Financial
Management**

Semester

III & IV

From the Academic Year

2025-26

University of Mumbai



(As per NEP 2020)

Sr. No.	Heading	Particulars
1	Title of program O: _____	B.Com. (Financial Management)
2	Exit Degree	U.G. Diploma in Financial Management
3	Scheme of Examination R: _____	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
4	Standards of Passing R: _____	40%
5	Credit Structure Sem. III – R: CU – 515 C Sem. IV – R: CU – 515 D	Attached herewith
6	Semesters	Sem. III & IV
7	Program Academic Level	5.00
8	Pattern	Semester
9	Status	New
10	To be implemented from Academic Year	2025-26

Sign of the BOS
Chairman
Prof Dr. Arvind Luhar
Board of Studies in
Financial
Management

Sign of the
Offg. Associate Dean
Prin. Kishori Bhagat
Faculty of
Commerce &
Management

Sign of the
Offg. Associate Dean
Prof. Kavita Laghate
Faculty of
Commerce &
Management

Sign of the
Offg. Dean
Prin. Ravindra
Bambardekar
Faculty of
Commerce &
Management

Under Graduate Diploma in Financial Management

Credit Structure (Sem. III & IV)

	R:_____C									
Level	Semester	Major		Minor	OE	VSC, SEC (VSEC)	AEC, VEC, IKS	OJT, FP, CEP, CC,RP	Cum. Cr. / Sem.	Degree/ Cum. Cr.
		Mandatory	Electives							
5.0	III	Security Analysis and Portfolio Manageme nt (4) Cost Accounting – I (4)		4	2	VSC:2, Investm ent Advisor – I (2)	AEC:2	FP: 2 CC:2	22	UG Diploma 88
	R:_____D									
	IV	Financial Statement Analysis (4) Cost Accounting – II (4)		4	2	SEC:2 Investm ent Advisor – II (2)	AEC:2	CEP: 2 CC:2	22	
	Cum Cr.	28		10	12	6+6	8+4+2	8+4	88	
Exit option; Award of UG Diploma in Major and Minor with 80-88 credits and an additional 4 credits core NSQF course/ Internship OR Continuewith Major and Minor										

[Abbreviation - OE – Open Electives, VSC – Vocation Skill Course, SEC – Skill Enhancement Course, (VSEC), AEC – Ability Enhancement Course, VEC – Value Education Course, IKS – Indian Knowledge System, OJT – on Job Training, FP – Field Project, CEP – Continuing Education Program, CC – Co-Curricular, RP – Research Project]

Sem. - III

Vertical – 1 Major

Syllabus
B.Com. (Financial Management)
(Sem.- III)

Title of Paper- Security Analysis and Portfolio Management

Sr. No.	Heading	Particulars
1	Description of the course: Including but not limited to:	This course provides a comprehensive exploration of portfolio management, equipping learners with the essential skills and knowledge to navigate the dynamic world of investments. It delves into the theoretical foundations and practical applications of portfolio analysis, valuation, and selection, fostering a deep understanding of risk-return trade-offs and investment strategies. Through rigorous analysis of economic, industry, and company data, alongside the application of technical analysis tools, learners will develop the ability to make informed investment decisions. This course is designed to enhance learner's analytical and problem-solving abilities, preparing them for successful careers in financial analysis, portfolio management, investment banking, and related fields. By mastering the concepts and techniques covered, they will be well-positioned to manage their own investments or contribute effectively to professional investment teams, driving value creation in the financial markets
2	Vertical:	Major
3	Type:	Theory
4	Credit:	4 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks

7	Course Objectives: • To define the fundamental concepts of investment, portfolio management, and the Indian investment environment. • To analyze portfolio revision and evaluation techniques, and evaluate bond valuation methods. • To evaluate economic, industry, and company analysis techniques. • To interpret technical analysis principles and apply various charting and indicator techniques.
8	Course Outcomes: • The learners will be able to explain the differences between investment, speculation, and gambling, and classify various types of investors and calculate expected returns using various models. • The learners will be able to apply Sharpe, Treynor, and Jensen ratios to measure portfolio performance. Calculate bond returns, yield to maturity, yield to call, and bond duration, and assess bond risks. • The learners will be able to forecast economic trends using barometric and econometric models. Analyze financial statements and calculate key financial ratios. • Construct and interpret price charts (line, bar, candlestick). Calculate moving averages, oscillators, and the relative strength index. Compare and contrast fundamental and technical analysis approaches.

9	Modules: - 04
	Module 1: Portfolio Management – An Introduction & Process
	• Investment, Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and Types of Investors. • Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. • Investment Environment in India and Factors Conducive for Investment in India. • Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off. • Portfolio Selection – Meaning, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio, Markowitz Model, Limitations of Markowitz Model, Measuring Security Return and Portfolio Return and Risk under Single Index Model and Multi Index Model.

Module 2: Portfolio Management – Valuation

- Portfolio Revision – Meaning, Need, Constraints and Strategies.
- Portfolio Evaluation – Meaning, Need, Measuring Returns (Sharpe, Treynor and Jensen Ratios) and Decomposition of Performance.
- Bond Valuation – Meaning, Measuring Bond Returns, Yield to Maturity, Yield to Call and Bond Pricing. Bond Pricing Theorems, Bond Risks and Bond Duration.

Module 3: Fundamental Analysis

- Economy Analysis – Meaning, Framework, Economic Analysis, Forecasting, Barometric or Indicator Approach, Econometric Model Building and Opportunistic Model Building.
- Industry Analysis – Concept of Analysis, Industry Life Cycle, Industry Characteristics.
- Company Analysis – Financial Statements, Analysis of Financial Statements, (Practical questions on Debt Equity Ratios, Total Debt Ratio, Proprietary ratios, interest coverage ratio, Profitability ratios related to sales, investment and equity shares Efficiency or Activity Ratios) and Assessment of Risk (Leverages)

Module 4: Technical Analysis

- Dow Theory
- Meaning and Principles of Technical Analysis, Price Chart, Line Chart, Bar Chart, Japanese Candlestick Chart, Trends and Trend Reversals, Chart Patterns, Support and Resistance, Reversal Patterns, Continuation Patterns and Elliot Wave Theory
- Mathematical Indicators – Calculation of Moving Averages (Simple and Exponential Moving Average), Oscillators and Relative Strength Index
- Market Indicators Fundamental Analysis V/s Technical Analysis

Reference Books:

1. Securities Operations and Risk Management by National Institute of Securities Markets
2. Portfolio Management Services (PMS) Distributors by National Institute of Securities Markets
3. Portfolio Managers by National Institute of Securities Markets
4. Blake, David 1992, Financial Market Analysis , McGraw Hill London
5. Francis J.C Investments, Analysis and Management McGraw Hill New York.
6. Pistolese Clifford Using Technical Analysis Vision Books
7. Reilly Frank K and Keith Brown Investment Analysis and Portfolio Management.

11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination																																	
12	Continuous Evaluation through: <table border="1"> <thead> <tr> <th></th><th>Assessment/Evaluation</th><th>Marks</th></tr> </thead> <tbody> <tr> <td>1</td><td>Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)</td><td>20</td></tr> <tr> <td>2</td><td>Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)</td><td>10</td></tr> <tr> <td>3</td><td>Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)</td><td>10</td></tr> </tbody> </table>		Assessment/Evaluation	Marks	1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20	2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10	3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10	Semester End External – 60 Marks Time – 2 Hours Attempt any 4 out of 6 questions <table border="1"> <thead> <tr> <th>Question No.</th><th>Questions</th><th>Marks</th></tr> </thead> <tbody> <tr> <td>Q.1</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.2</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.3</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.4</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.5</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.6</td><td>Practical/ Theory</td><td>15</td></tr> </tbody> </table> Note 1. Equal Weightage is to be given to all the modules. 2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory. 3. Use of simple calculator is allowed in the examination. 4. Wherever possible more importance is to be given to the practical problem.	Question No.	Questions	Marks	Q.1	Practical/ Theory	15	Q.2	Practical/ Theory	15	Q.3	Practical/ Theory	15	Q.4	Practical/ Theory	15	Q.5	Practical/ Theory	15	Q.6	Practical/ Theory	15
	Assessment/Evaluation	Marks																																	
1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20																																	
2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10																																	
3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10																																	
Question No.	Questions	Marks																																	
Q.1	Practical/ Theory	15																																	
Q.2	Practical/ Theory	15																																	
Q.3	Practical/ Theory	15																																	
Q.4	Practical/ Theory	15																																	
Q.5	Practical/ Theory	15																																	
Q.6	Practical/ Theory	15																																	

Syllabus
B.Com. (Financial Management)
(Sem.- III)

Title of Paper - Cost Accounting – I

Sr. No.	Heading	Particulars
1	Description of the course: Including but not limited to:	This course offers a comprehensive exploration of cost accounting principles, equipping learners with essential skills for effective cost analysis, control and decision-making in business. Covering fundamental concepts such as material cost management, labor cost computation, overhead absorption and modern costing techniques like Activity-Based Costing (ABC), the course bridges theoretical knowledge with practical applications. They will learn to differentiate between cost, financial and management accounting while mastering key calculations like Economic Order Quantity (EOQ), wage payment systems (Halsey and Rowan plans), and overhead apportionment methods. The curriculum emphasizes real-world relevance, demonstrating how these techniques drive budgeting, pricing strategies and operational efficiency across industries like manufacturing, retail and services. With strong connections to financial accounting, managerial economics and operations management, this course lays the foundation for advanced studies in strategic cost management while preparing learners for high-demand roles as cost accountants, financial analysts, and management consultants. As businesses increasingly prioritize cost optimization, professionals with expertise in these areas enjoy excellent job prospects, with opportunities enhanced by certifications like CMA and ICWA. Ideal for aspiring accountants and business managers, this course combines academic rigor with practical insights to

		foster strategic thinking and financial acumen in today's competitive marketplace.
2	Vertical:	Major
3	Type:	Theory / Practical
4	Credit:	4 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks
7	Course Objectives: - To explain the fundamental concepts, objectives, and importance of cost and management accounting. - To analyze material storage and record systems, and prepare stock ledger accounts using FIFO and weighted average methods. - To evaluate the methods of employee cost control and apply wage payment and incentive systems. - To assess the impact of overhead allocation on product costing and justify the selection of appropriate absorption methods..	
8	Course Outcomes: - Learners will be able to compare and contrast cost accounting, financial accounting, and management accounting, and apply activity-based costing (ABC) to solve practical problems. - Learners will be able to calculate the Economic Order Quantity (EOQ) and demonstrate the preparation of stock ledger accounts. - Learners will be able to compute employee costs under various wage systems and calculate labor turnover using replacement and separation methods. - Learners will be able to apply absorption costing methods to allocate overheads in different scenarios.	
9	Modules: - 04	
	Module 1: Introduction to Cost and Management Accounting	
	- Meaning, objective and importance of Cost and Management Accounting - Functions and role of Cost Accounting Department in an organization - Installation of Cost Accounting System in an organization - Differentiate between Cost Accounting, Financial Accounting and Management Accounting	

	• Various elements and classifications of cost and methods of costing • Need for Activity Based Costing (ABC) • Practical problems of Activity Based Costing (ABC)
	Module 2: Material Cost
	• Meaning, need for and importance of material • Material Storage and Records: Bin Cards, Stock Control Cards and Store Ledger • Inventory Control: Stock Levels • Computation of Economic Order Quantity (EOQ)
	Module 3: Employee Cost
	• Meaning and importance of Employee (Labour) cost in an organisation • Employee (Labour) cost control • Idle Time • Over Time • Systems of Wage Payment and Incentives: Time Rate System, Piece Rate System and Premium Bonus Method (Halsey Premium Plan and Rowan Premium Plan) • Employee (Labour) Turnover: Replacement Method and Separation Method only
10	Module 4: Overheads – Absorption Costing Method
	• Meaning of Overheads-Production, administrative and selling and distribution • Classification of overheads into fixed and variable • Meaning and methods of allocation • Apportionment and absorption of overheads
	Reference Books: • Cost Accounting Theory and Practice by B.K. Bhar, Tata Mc. Grow Hill and Co. Ltd., Mumbai • Cost Accounting Principles and Practice by M.N. Arora, Vikas Publishing House Pvt. Ltd., New Delhi • Advanced Cost and Management Accounting: Problems and Solutions by V.K. Saxena and C.D. Vashist, S. Chand and Company (P) Ltd., New Delhi • Cost Accounting by S.P. Jain and K.L. Narang, Kalyani Publishers, Ludhiana • Modern Cost and Management Accounting by M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi • Lectures on Costing by Swaminathan: S. Chand and Company (P) Ltd., New Delhi

- Cost Accounting by C.S. Rayudu, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting by JawaharLal and Seema Srivastava, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting by Ravi M. Kishore, Taxmann Ltd., New Delhi
- Principles and Practices of Cost Accounting by N.K. Prasad, Book Syndicate Pvt. Ltd., Calcutta

11

Internal Continuous Assessment: 40%

**External, Semester End Examination
60% Individual Passing in Internal
and External Examination**

12

Continuous Evaluation through:

	Assessment/Evaluation	Marks
1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20
2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10
3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10

**Semester End External – 60 Marks
Time – 2 Hours**

Attempt any 4 out of 6 questions

Question No.	Questions	Marks
Q.1	Practical/ Theory	15
Q.2	Practical/ Theory	15
Q.3	Practical/ Theory	15
Q.4	Practical/ Theory	15
Q.5	Practical/ Theory	15
Q.6	Practical/ Theory	15

Note

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory.
3. Use of simple calculator is allowed in the examination.
4. Wherever possible more importance is to be given to the practical problem.

VSC

Syllabus

B.Com. (Financial Management)

(Sem.- III)

Title of Paper- Investment Advisor – I

Sr. No.	Heading	Particulars
1	Description of the course: Including but not limited to:	This module provides a foundational understanding of the intricate workings of the Indian economy and its financial markets, equipping learners with the knowledge to navigate its complexities. They will explore the regulatory framework, analyze the structure of primary and secondary markets, and apply essential financial tools like cash flow management and budgeting. Furthermore, you will develop a deep understanding of personal financial planning, formulate effective financial strategies, and evaluate client financial positions. By the end of this module, you will be empowered to make informed financial decisions, construct robust financial plans, and advise on effective debt management, setting you on a path to financial literacy and professional success in the Indian financial landscape."
2	Vertical:	VSC
3	Type:	Theory / Practical
4	Credit:	2 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: - To Analyze the structure and functions of the Indian financial market and <i>apply</i> personal financial planning principles. - To critically evaluate the various investment avenues and available for an individual.	

8	Course Outcomes: The learners will be able to - Construct a household budget and <i>evaluate</i> the impact of corporate actions on the Indian financial market. - Select and create investment plan based on given scenarios and case studies.
9	Modules: - 02
	Module 1: Indian Financial Market and Personal Financial Planning
	A. INTRODUCTION TO THE INDIAN FINANCIAL MARKETS - The Indian Economy - The Indian Financial Market - Regulators of Financial Markets - Structure of Financial Markets in India - Nature and Definition of Primary Markets - Role and Function of the Secondary Market - Cash Flow Management and Budgeting - Corporate Actions - Debt Management and Loans - The purpose or need of debt B. INTRODUCTION TO PERSONAL FINANCIAL PLANNING - Understand the concept of Financial Planning - Understand the need for financial planning - Scope of financial planning - Concept of asset, liabilities and net worth - Financial Planning process - Financial advisory and execution - Time Value of Money - Calculate the following C. EVALUATING THE FINANCIAL POSITION OF CLIENTS - Importance of cash flow management in personal finance. - Preparing Household Budget - Cash inflows and outflows - Budgeting and forecasting - Monitoring budgets and provision for savings - Creating a budget and savings plan - Contingency Planning - Evaluation of financial position of clients

Module 2: Investment Products

A. INTRODUCTION TO INVESTMENTS

- Types of investment, Equity, Fixed Income, Commodities, Real Estate, Structured products, Distressed Securities.
- Other investment opportunities.
- Channels for making investments

B. INVESTING IN STOCKS

- Equity as an investment
- Diversification of risk through equity instruments - Cross sectional versus time series
- Risks of equity investments
- Overview of Equity Market
- Equity research and stock selection

C. INVESTING IN FIXED INCOME SECURITIES

- Debt market and its need in financing structure of Corporates and Government
- Bond market ecosystem
- Risks associated with fixed income securities
- Pricing of Bond
- Traditional Yield Measures, Concept of Yield Curve, Concept of Duration
- Introduction to Money Market
- Introduction to Government Debt Market
- Introduction to Corporate Debt Market
- Small Saving Instruments

D. UNDERSTANDING DERIVATIVES

- Basics of Derivatives, Underlying concepts in derivatives
- Types of derivative products, Structure of derivative market
- Purpose of Derivatives, Benefits, Costs and risks of Derivative

Reference Books:

- Investment Advisor Level 1- NISM
- Financial Planning: A Ready Reckoner – Madhu Sinha
- Fundamentals of Financial Planning – Susan M. Tillery, Thomas N. Tillery
- Financial Markets and Institutions – Frederic S. Mishkin, Stanley G. Eakins
- Personal Finance – Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes
- Indian Financial System – Bharati V. Pathak
- Investment Analysis and Portfolio Management– Prasanna Chandra

- Options, Futures, and Other Derivatives – John C. Hull

11

Internal Continuous Assessment: 40%

External, Semester End Examination
60% Individual Passing in Internal and External Examination

12

Continuous Evaluation through:

	Assessment/Evaluation	Marks
1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	10
2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	5
3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	5

Semester End External – 30 Marks
Time – 1 Hour

Attempt any 2 out of 3 questions

Question No.	Questions	Marks
Q.1	Practical/ Theory	15
Q.2	Practical/ Theory	15
Q.3	Practical/ Theory	15

Note

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory.
3. Use of simple calculator is allowed in the examination.
4. Wherever possible more importance is to be given to the practical problem.

Sem - IV

Syllabus
B.Com. (Financial Management)
(Sem.- IV)

Title of Paper: Financial Statement Analysis

Sr. No.	Heading	Particulars
1	Description of the course: Including but not limited to:	This course equips learners with essential tools for navigating the complexities of modern business. It begins by introducing the core concepts of management accounting, distinguishing it from financial accounting, and emphasizing its role in decision-making. Learners then delve into the analysis and interpretation of financial statements using techniques like trend analysis, comparative statements, and common size analysis. The second module focuses on ratio analysis, including the Du Pont Chart, providing a deeper understanding of a company's financial health and operational efficiency. In the globalization era, where businesses operate across diverse markets, these analytical skills are crucial for informed decision-making, strategic planning, and performance evaluation. This course prepares learners to assess financial viability, identify areas for improvement, and contribute effectively to organizational success in a competitive global landscape.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	4 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks

7	Course Objectives: - To analyze financial statements using various tools to evaluate a company's financial performance and position. - To evaluate the financial health and efficiency of a company by interpreting various financial ratios and Du Pont analysis. - To apply the operating cycle concept and estimate the needs of working capital to analyse a company's efficiency in management. - To categorize <i>and report cash flows from operating, investing, and financing activities.</i>
8	Course Outcomes: - The learners will apply trend analysis, comparative statements, and common size statements to solve practical problems related to financial statement interpretation. - The learners will be able to create a comprehensive report summarizing the financial performance of a company based on ratio analysis and Du Pont chart findings. - Learners will be able to calculate the operating cycle and estimate the working capital needs of trading and manufacturing firm. - Leaners will be able to prepare cash flow statement using the indirect method according to Accounting Standard No. 3.
9	Modules: - 04
	Module 1: Introduction to Management Accounting
	- Introduction to Management Accounting – Meaning, Nature, Scope, Functions, Decision Making Process, Financial Accounting V/s Management Accounting - Analysis and Interpretation of Financial Statements - Study of Balance sheet and Income statement / Revenue statements in vertical form suitable for analysis - Relationship between items in Balance Sheet and Revenue statement - Tools of analysis of Financial Statements (i) Trend analysis (ii) Comparative Statement (iii) Common Size Statement - Note: (i) Problems based on trend analysis (ii) Short Problems on Comparative and Common sized statements
	Module 2: Ratio Analysis and Interpretation
	Ratio Analysis: Meaning, classification, Du Point Chart, advantages and limitations (Based on Vertical Form of Financial statements)

- Balance Sheet Ratios: i) Current Ratio ii) Liquid Ratio iii) Stock Working Capital Ratio iv) Proprietary Ratio v) Debt Equity Ratio vi) Capital Gearing Ratio
- Revenue Statement Ratio: i) Gross Profit Ratio ii) Expenses Ratio iii) Operating Ratio iv) Net Profit Ratio v) Net Operating Profit Ratio vi) Stock Turnover Ratio
- Combined Ratio: i) Return on capital employed (Including Long Term Borrowings) ii) Return on proprietor's Fund (Shareholders Fund and Preference Capital) iii) Return on Equity Capital iv) Dividend Payout Ratio v) Debt Service Ratio vi) Debtors Turnover vii) Creditors Turnover
- (Practical Question on Ratio Analysis and Du Point Analysis)

Module 3: Cash Flow Management

- Meaning of the Term Cash and Cash Equivalents for Cash Flow Statements
- Meaning of the Term Cash Flow and Types of Cash Flow
- Reporting Cash Flows from Operating activities
- Reporting Cash Flows from Investing activities
- Reporting Cash Flows from Financing activities
- Presentation of a Cash Flow Statement with reference to Accounting Standard No. 3 (Indirect method only)

Module 4: Working Capital Management

- Concept, Nature of Working Capital, Planning of Working Capital
- Estimation / Projection of Working Capital Requirement in case of Trading and Manufacturing Organization
- Operating Cycle Practical Problems

Text Books:

1. Pandey, I. M. Financial management (11th ed.). Vikas Publishing House.
2. Khan, M. Y., & Jain, P. K. (2018). Management accounting: Text, problems and cases (7th ed.). McGraw Hill Education.
3. Subramanyam, K. R., & Wild, J. J. (2018). Financial statement analysis (11th ed.). McGraw-Hill Education.
4. Accounting Standard 3 – Cash Flow Statement by The Institute of Chartered Accountants of India
5. Financial Of Management Accounting by S.R.Varshney,Wisdom

11	Reference Books: 1. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2015). Cost accounting: A managerial emphasis (15th ed.). Pearson Education. 2. Drury, C. (2018). Management and cost accounting (10th ed.). Cengage Learning EMEA. 3. Gibson, C. H. Financial reporting and analysis: Using financial accounting information (13th ed.). South-Western College Publishing. 4. Cost & Management Accounting by Ravi N. Kishor publication Taxmann 5. Essential of Management Accounting by P. N. Reddy, Himalaye 6. Management Accounting by I.M. Pandey, Vikas																																			
12	Internal Continuous Assessment: 40%		External, Semester End Examination 60% Individual Passing in Internal and External Examination																																	
13	Continuous Evaluation through:		Semester End External – 60 Marks Time – 2 Hours Attempt any 4 out of 6 questions																																	
		<table><tr><th></th><th>Assessment/Evaluation</th><th>Marks</th></tr><tr><td>1</td><td>Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)</td><td>20</td></tr><tr><td>2</td><td>Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)</td><td>10</td></tr><tr><td>3</td><td>Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)</td><td>10</td></tr></table>		Assessment/Evaluation	Marks	1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20	2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10	3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10	<table><tr><th>Question No.</th><th>Questions</th><th>Marks</th></tr><tr><td>Q.1</td><td>Practical/ Theory</td><td>15</td></tr><tr><td>Q.2</td><td>Practical/ Theory</td><td>15</td></tr><tr><td>Q.3</td><td>Practical/ Theory</td><td>15</td></tr><tr><td>Q.4</td><td>Practical/ Theory</td><td>15</td></tr><tr><td>Q.5</td><td>Practical/ Theory</td><td>15</td></tr><tr><td>Q.6</td><td>Practical/ Theory</td><td>15</td></tr></table>	Question No.	Questions	Marks	Q.1	Practical/ Theory	15	Q.2	Practical/ Theory	15	Q.3	Practical/ Theory	15	Q.4	Practical/ Theory	15	Q.5	Practical/ Theory	15	Q.6	Practical/ Theory	15
		Assessment/Evaluation	Marks																																	
	1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20																																	
	2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10																																	
	3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10																																	
Question No.	Questions	Marks																																		
Q.1	Practical/ Theory	15																																		
Q.2	Practical/ Theory	15																																		
Q.3	Practical/ Theory	15																																		
Q.4	Practical/ Theory	15																																		
Q.5	Practical/ Theory	15																																		
Q.6	Practical/ Theory	15																																		
Note 1. Equal Weightage is to be given to all the modules. 2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory. 3. Use of simple calculator is allowed in the examination. 4. Wherever possible more importance is to be given to the practical problem.																																				

Syllabus
B.Com. (Financial Management)
(Sem.- IV)

Title of Paper - Cost Accounting – II

Sr. No.	Heading	Particulars
1	Description of the course: Including but not limited to:	This professional course provides comprehensive training in essential cost accounting methods and their practical applications in business decision-making. The program systematically covers four critical areas of cost management: cost classification and analysis, financial reconciliation, contract costing and process costing. Through a combination of theoretical concepts and practical problem-solving exercises, learners develop specialized skills in cost computation, analysis and reporting that are vital for manufacturing and service organizations. The course holds significant relevance in today's competitive business environment where cost control and optimization are crucial for profitability. Learners will gain hands-on experience in preparing detailed cost sheets, reconciling cost and financial accounts, managing contract costs and implementing process costing systems. These skills are immediately applicable across industries including manufacturing, construction, healthcare and professional services.
2	Vertical:	Major
3	Type:	Theory / Practical
4	Credit:	4 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	60 Hours

6	Marks Allotted:	100 Marks
7	Course Objectives: - To understand various cost classifications and develop expertise in preparing comprehensive cost sheets for different business needs - To analyze the differences between cost and financial accounts and develop reconciliation statements - To apply contract costing principles including progress payments, retention money, and profit recognition on incomplete contracts - To implement process costing systems including treatment of process losses, joint products, and by-products	
8	Course Outcomes: - The learners will be able to classify costs according to functional categories and prepare comprehensive cost sheets tailored to various business scenarios and decision-making requirements. - The learners will be able to identify discrepancies between cost and financial accounts and prepare accurate reconciliation statements to align both accounting systems. - The learners will be able to prepare contract account and other relevant accounting statements. - The learners will be able to execute process costing calculations and prepare the necessary accounts.	
9	Modules: - 04	
	Module 1: Classification of Costs and Cost Sheets	
	- Functional Classification of elements of cost, Cost heads in cost sheet, Cost of Sales, Cost Centre, Cost Unit, Profit Centre and Investment Centre - Cost Sheet, Total Costs and Unit Costs, Different Costs for different purposes - Problems sums based on Preparation of cost sheet & Estimated Cost sheet	
	Module 2: Reconciliation of Cost and Financial Accounts	
	- Meaning, Need and Benefits of Reconciliation of cost and financial accounts - Practical problems based on Reconciliation of cost and financial accounts	

	Module 3: Contract Costing
	• Progress payments, Retention money, Contract accounts, Accounting for material, Accounting for Tax deducted at source by the contractee and Accounting for plant used in a contract • Accounting treatment of profit on incomplete contracts • Contract Profit and Balance Sheet preparation, Escalation clause • Problems sums based on Contract Costing
	Module 4: Process Costing
	• Meaning of Process Costing, Process loss • Treatment of Normal, Abnormal Loss and Abnormal Gain in cost accounts • Joint products and by products • Problems sums based on Process Costing
10	Reference Books: 1. Cost Accounting Principles and Practice by M.N. Arora, Vikas Publishing House Pvt. Ltd., New Delhi 2. Advanced Cost and Management Accounting: Problems and Solutions by V.K. Saxena and C.D. Vashist, S. Chand and Company (P) Ltd., New Delhi 3. Cost Accounting by S.P. Jain and K.L. Narang, Kalyani Publishers, Ludhiana 1. Modern Cost and Management Accounting by M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi 2. Lectures on Costing by Swaminathan: S. Chand and Company (P) Ltd., New Delhi 3. Cost Accounting by C.S. Rayudu, Tata Mc. Grow Hill and Co. Ltd., Mumbai 4. Cost Accounting by Jawahar Lal and Seema Srivastava, Tata Mc. Grow Hill and Co. Ltd., Mumbai 5. Cost Accounting by Ravi M. Kishore, Taxmann Ltd., New Delhi 6. Principles and Practices of Cost Accounting by N.K. Prasad, Book Syndicate Pvt. Ltd., Calcutta 4. Cost Accounting Theory and Practice by B.K. Bhar, Tata Mc. Grow Hill and Co. Ltd., Mumbai

11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination																																	
12	Continuous Evaluation through: <table border="1"> <thead> <tr> <th></th><th>Assessment/Evaluation</th><th>Marks</th></tr> </thead> <tbody> <tr> <td>1</td><td>Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)</td><td>20</td></tr> <tr> <td>2</td><td>Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)</td><td>10</td></tr> <tr> <td>3</td><td>Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)</td><td>10</td></tr> </tbody> </table>		Assessment/Evaluation	Marks	1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20	2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10	3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10	Semester End External – 60 Marks Time – 2 Hours Attempt any 4 out of 6 questions <table border="1"> <thead> <tr> <th>Question No.</th><th>Questions</th><th>Marks</th></tr> </thead> <tbody> <tr> <td>Q.1</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.2</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.3</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.4</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.5</td><td>Practical/ Theory</td><td>15</td></tr> <tr> <td>Q.6</td><td>Practical/ Theory</td><td>15</td></tr> </tbody> </table> Note 1. Equal Weightage is to be given to all the modules. 2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory. 3. Use of simple calculator is allowed in the examination. 4. Wherever possible more importance is to be given to the practical problem.	Question No.	Questions	Marks	Q.1	Practical/ Theory	15	Q.2	Practical/ Theory	15	Q.3	Practical/ Theory	15	Q.4	Practical/ Theory	15	Q.5	Practical/ Theory	15	Q.6	Practical/ Theory	15
	Assessment/Evaluation	Marks																																	
1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	20																																	
2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10																																	
3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	10																																	
Question No.	Questions	Marks																																	
Q.1	Practical/ Theory	15																																	
Q.2	Practical/ Theory	15																																	
Q.3	Practical/ Theory	15																																	
Q.4	Practical/ Theory	15																																	
Q.5	Practical/ Theory	15																																	
Q.6	Practical/ Theory	15																																	

SEC

Syllabus

B.Com. (Financial Management)

(Sem.- IV)

Title of Paper - Investment Advisor – II

Sr. No.	Heading	Particulars
1	Description of the course: Including but not limited to:	This course will equip learners with the knowledge to navigate the complex world of life and non-life insurance products, analyze their benefits and limitations, and develop strategies for effective insurance planning. They will learn how to assess insurance needs, compare various products, and understand the role of insurance advisors. Furthermore, they will delve into the fundamentals of retirement planning, calculate retirement corpus, and evaluate diverse retirement products. By the end of this course, you will be able to construct robust financial plans, advise on optimal insurance and retirement strategies, and secure your financial future in the Indian context.
2	Vertical:	SEC
3	Type:	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: - To Explain the fundamental principles and the role of insurance in personal finance. - To Understand the need for retirement planning and estimate retirement corpus.	
8	Course Outcomes: - The learners will be able to critically evaluate and appraise the various insurance products and help in selection while preparing personal finance. - The learners will be able to discuss the relationship between financial goals and retirement. calculate the estimated retirement corpus and explain superannuation benefits to employees.	

Modules: - 02**Module 1: Life Insurance and Non- Life Insurance Products****A. BASICS OF INSURANCE**

- Need for Insurance
- Fundamental Principles of Insurance
- Role of Insurance in Personal Finance
- Investing through Insurance
- Role of Insurance Adviser
- Life Insurance Products
- Life Insurance Needs Analysis
- Types of Life Insurance Products
- Facilities available under Life Insurance Policies
- Insurance Under Married Women's Property Act (MWPA)
- Benefits, Limitation and Provision when insurance taken from Multiple companies
- Criteria to evaluate various life insurance products
- Global coverage for different Life Insurance Products
- NON-LIFE INSURANCE,
- Benefits and Limitations of having multiple Insurance Policies
- Comparison between Insurance Policies
- Global coverage for different General Insurance Products

Module 2: Retirement Planning Basics and Retirement Products**A. RETIREMENT PLANNING BASICS**

- Need for Retirement Planning
- Financial Goals and Retirement
- Estimating Retirement Corpus
- Superannuation Benefits to Employees

B. RETIREMENT PRODUCTS

- Accumulation related products
- Portfolio created by an investment advisor
- Distribution related products

C. MISCELLANEOUS ASPECTS OF RETIREMENT PLANNING

- Advisor's role in Retirement Planning

- Calculations for Retirement Planning
- Criteria to evaluate various retirement benefit products
- Concept of Philanthropy

10

Reference Books:

- Investment Advisor Level 2- NISM
- Insurance Principles and Practice – M.N. Mishra & S.B. Mishra
- Retirement Planning and Employee Benefits – R.K. Gupta
- Fundamentals of Life Insurance: Theories and Applications" – Kaninika Mishra
- Risk Management and Insurance" – Dr. P.K. Gupta
- Principles of Risk Management and Insurance" – George E. Rejda & Rajeev Babel (Indian Edition)

11

Internal Continuous Assessment: 40%

**External, Semester End Examination
60% Individual Passing in Internal
and External Examination**

12

Continuous Evaluation through:

	Assessment/Evaluation	Marks
1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	10
2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	5
3	Participation in Case Study/ Field Visit /Certificate Course. (Physical/Online mode)	5

**Semester End External – 30 Marks
Time – 1 Hour**

Attempt any 2 out of 3 questions

Question No.	Questions	Marks
Q.1	Practical/ Theory	15
Q.2	Practical/ Theory	15
Q.3	Practical/ Theory	15

Note

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory.
3. Use of simple calculator is allowed in the examination.
4. Wherever possible more importance is to be given to the practical problem.

QUESTION PAPER PATTERN (External and Internal)

Attempt any 2 out of 3 questions

Question No.	Questions	Marks
Q.1	Practical/ Theory	15
Q.2	Practical/ Theory	15
Q.3	Practical/ Theory	15

Note

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given however, it is not mandatory.
3. Use of simple calculator is allowed in the examination.
4. Wherever possible more importance is to be given to the practical problem.

Continuous Evaluation through:

	Assessment/Evaluation	Marks
1	Class Test during the lectures. (Physical/ Online mode). (Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence/ puzzles)	10
2	Participation in Workshop/ Conference/Seminar, Assignment & Viva. (Physical/Online mode)	10

Letter Grades and Grade Points:

Semester GPA/ Programme CGPA Semester/ Programme	% of Marks	Alpha-Sign/ Letter Grade Result	Grading Point
9.00 - 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 - < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 - < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 - < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 - < 60.0	B (Above Average)	6
5.00 - < 5.50	50.0 - < 55.0	C (Average)	5
4.00 - < 5.00	40.0 - < 50.0	P (Pass)	4
Below 4.00	Below 40.0	F (Fail)	0
Ab (Absent)	-	Ab (Absent)	0

Sd/-
**Sign of the BOS
Chairman
Prof. Dr Arvind Luhar
Board of Studies in
Financial
Management**

Sd/-
**Sign of the
Offg. Associate Dean
Prin. Kishori Bhagat
Faculty of Commerce
& Management**

Sd/-
**Sign of the
Offg. Associate Dean
Prof. Kavita Laghate
Faculty of
Commerce &
Management**

Sd/-
**Sign of the
Offg. Dean
Prin. Ravindra
Bambardekar
Faculty of
Commerce &
Management**