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)
रूम 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)

क्र.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 अमंलबजावणीच्या 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 कारंडे)
कुलसचिव

क्र.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.Chadrashekhar 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 direcotr@dsw.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

AC – 28/03/2025
Item No. – 7.5 (N)

As Per NEP 2020

University of Mumbai

Syllabus for Major Vertical – 1 & 4		
Name of the Programme – B.Com. (Business Management)		
Faulty of Commerce & Management		
Board of Studies in Business Management		
U.G. Second Year Programme	**Exit Degree**	**U.G. Diploma in Business 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. (Business Management)**
2	**Exit Degree**	**U.G. Diploma in Business 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** **R. 555C** **R. 555D**	**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**

Sd/-
Sign of the BOS Chairman
Dr. Megha Somani
Board of Studies in Business Management

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

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

Under Graduate Diploma in Business Management

Credit Structure (Sem. III & IV)

Level	Semester	Major		Minor	OE	VSC, SEC (VSEC)	AEC, VEC, IKS	OJT, FP, CEP, CC,RP	Cum. Cr. / Sem.	Degree/ Cum. Cr.
	R. 555C									
		Mandatory	Electives							
5.0	III	8 (2+2) Marketing Management (2) Advertising and Sales Management (2)		4	2	VSC (2) Wealth Management	AEC:2	FP: 2 CC:2	22	UG Diploma 88
	R. 555D									
	IV	8 (2+2) Fundamentals of Entrepreneurship (2) Logistics Management (2)		4	2	SEC (2) Equity Research	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. (Business Management)
(Sem.- III)

Title of Paper - Marketing Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	**Introduction** Marketing management is a crucial aspect of business operations, enabling organizations to build brand recognition, engage customers, and deliver value. It involves strategic actions aimed at strengthening a company's reputation, increasing sales, and differentiating the business from competitors. Effective marketing management plays a vital role in driving business success by promoting products and services while ensuring customer satisfaction. It encompasses various processes and activities, including the development and implementation of strategic marketing programs. **Relevance** Marketing management ensures business profitability by acquiring new customers, building a strong corporate reputation, and improving customer interactions. It enables companies to understand customer needs, identify new market opportunities, and create value through carefully designed strategies. Effective marketing strategies align with consumer demands, allowing businesses to establish a competitive advantage and sustain long-term growth. **Usefulness** An effective marketing strategy helps businesses analyze market trends, assess competitor strategies, and understand customer preferences. Marketing drives demand and encourages purchases, leading to higher revenue generation. Additionally, it plays a crucial role in building and maintaining strong customer relationships, thereby fostering brand loyalty. Marketing insights contribute to product development, ensuring that businesses align their offerings with consumer expectations and industry trends. **Application** Marketing management encompasses a broad range of functions, including project management, social media marketing, and campaign organization. Additionally, marketing management incorporates customer relationship management (CRM) by storing customer data and personalizing marketing efforts. Digital marketing is another essential component, involving the creation, execution, and analysis of email campaigns. Website analytics tools are also

		used to track website traffic and user behavior, providing valuable insights for digital marketing strategies. **Interest** Marketing management revolves around understanding consumer behavior, developing effective strategies, and achieving business objectives through advertising and promotional campaigns. It utilizes various digital channels, including social media, search engines, and email marketing, to enhance brand visibility and customer engagement. **Connection with other courses** Marketing management is closely connected to various disciplines, including business studies, economics, psychology, and communication. Psychology provides insights into consumer behavior and decision-making processes, aiding in the development of effective marketing campaigns. Communication skills are essential in crafting persuasive messages, advertising content, and brand narratives to engage and influence target audiences. **Demand in the industry** The demand for skilled marketing professionals is growing, especially with the increasing importance of digital marketing channels such as e-commerce, social media, and data analytics. Companies require expertise in content marketing, digital advertising, and brand management to create effective marketing campaigns. **Job prospects etc.** Marketing management offers diverse career opportunities across various industries. Graduates can pursue roles such as Brand Manager, Marketing Analyst, Product Manager, Social Media Manager, and Brand Development Manager. Additionally, positions such as Communication Manager focus on crafting strategic messaging for products, while Campaign Managers oversee specific marketing initiatives. Professionals with expertise in digital marketing strategies, data analytics, and content creation are in high demand.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks

7	**Course Objectives**: 1. Understand the fundamental concepts, scope 2. Analyse evolution of marketing, differentiating between marketing and selling. 3. Explore emerging trends such as marketing ethics, rural marketing strategies, and digital marketing innovations.
8	**Course Outcomes**: 1. Apply marketing concepts to real-world business scenarios by identifying customer needs and market demands. 2. Assess ethical considerations, rural marketing strategies, and digital marketing trends for modern marketing applications.

9	**Modules**:-
	Module 1: Introduction to Marketing
	• **Introduction to Marketing**: Definition, features, importance and scope of marketing. • **Evolution of marketing**; Marketing v/s Selling. Concepts of Marketing: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing, wants and demands, transactions, transfer and exchanges. • **Consumer Behavior:** Meaning, feature, importance, factors affecting Consumer Behavior
	Module 2: Emerging Trends in Marketing
	• **Marketing Ethics:** Concept, Unethical practices in marketing, general role of Consumer organizations. • **Rural Marketing:** Concept, Features of Indian Rural Market, Strategies for Effective Rural Marketing • **Digital Marketing:** Concepts, Forms, Trends in Digital Marketing
10	**Reference Books:** • Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2021). Marketing Management. Pearson. • Ramaswamy, V. S., & Namakumari, S. (2018). Marketing Management: Global Perspective, Indian Context. Macmillan. • Saxena, R. (2017). Marketing Management. McGraw Hill. • Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation and Practice. Pearson. Kotler, P., Armstrong, G. (2020). Principles of Marketing. Pearson. • Etzel, M., Walker, B., Stanton, W. (2018). Marketing. McGraw-Hill. • Lovelock, C., Wirtz, J. (2016). Services Marketing: People, Technology, Strategy. Pearson. • Jobber, D., Ellis-Chadwick, F. (2019). Principles and Practice of Marketing. McGraw-Hill. • Blythe, J. (2013). Consumer Behaviour. SAGE Publications. • Solomon, M. R. (2021). Consumer Behavior: Buying, Having, and Being. Pearson. • Singh, S. (2017). Rural Marketing: Focus on Agricultural Inputs. Vikas Publishing. • Strauss, J., Frost, R. (2022). E-Marketing. Pearson. • Belch, G. E., Belch, M. A. (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw-Hill.

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Class Tests (Physical/ Online mode) (Short notes/MCQ's/Match the Pairs/Answer in one sentence) (at least 3)	

QUESTION PAPER PATTERN
(External and Internal)

For 2 Credits paper of 50 Marks

PAPER PATTERN- EXTERNAL

Time: 1 hr | Total Marks: 30

Any 2 out of 3 Questions

Q. No	Questions	Total
Q1	a. b.	15
Q2	a. b.	15
Q3	a. b.	15

Note

A) Questions can be set from any module

B) Equal weightage is to be given to all the modules.

PAPER PATTERN- INTERNAL

Continuous Evaluation: Internal (20 marks)

	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 and paper presentation in Workshop/ Conference/Seminar, Assignment	5
3	field visit, case study, group discussion, presentation, Certificate Course	5

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

Title of Paper - Advertising And Sales Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	**Introduction:** Advertising is a tool employed by the advertiser to attract the attention of the target audience to his products or services. Advertiser aims to create awareness about the products features, qualities, advantages, utilities etc. It is an element of Company's Integrated marketing communication. It is part of company's promotion Mix, which aims at increasing company's sales, profits and expanding markets of the company. Sales management is management of activities and processes relating to effective planning, coordinating, implementing, controlling, and evaluating an organisation's sales performance. It is a process of developing and implementing strategies to achieve sales goals, encompassing activities like setting targets, managing sales teams, forecasting, and analysing data to drive revenue growth. Effective sales management helps in developing an efficient sales force, organizing company's sales efforts and implementing sales techniques that helps the company to business to achieve its sales goals. **Relevance:** Advertising is a powerful tool that can help you to attract company's target audience towards company's product or service, inform them about the merits of the product, build customer trust and convince them to buy the product. It is an important tool to create brand image and loyalty for the company's product or service. Advertising is a promotional tool which is employed by Government, non-government bodies and corporates for creating awareness on various social issues. Sales management is crucial for business success because it directly impacts revenue generation, sales team performance, and overall company growth by ensuring alignment of sales activities with business objectives and maximizing productivity. **Usefulness:** Advertising is important for modern businesses because it helps the company to build brand awareness, attract customers, and drive sales. It also helps businesses compete with other companies. Effective sales management is crucial for driving revenue, building strong customer relationships,

		and achieving sustainable growth by guiding sales teams, optimizing processes, and leveraging data for informed decision-making **Application:** Advertising is an element of company's promotional mix. It performs different roles including informing consumers about products and services, influencing their purchasing decisions, building brand awareness, and promoting social issues. Sales management applications involve organizing, motivating, and leading sales teams to achieve revenue goals **Interest:** Advertising has universal applicability. Individual having aspirations of business, or corporates aiming to promote products or services are making use of advertising. For any business organisation, sales management drives revenue generation, improves customer relationships, and enhances overall business performance, leading to increased profitability and growth. **Connection with other courses:** Advertising and sales management has a very wide scope of being fundamentally connected with Marketing. Other relevant courses could be media management, brand management, mass communication, sales promotion, resource management **Demand in the industry:** Advertising is a need for every business organisation to establish, expand and grow. The Sales volume and consumers support is to a great extent supported by advertising. The advertising industry is experiencing high demand, especially in the digital space, increasing internet usage and the rise of e-commerce and digital marketing strategies. Demand for Sales management roles is fast increasing indicating a strong industry need for skilled sales managers. **Job prospects etc.** Advertising industry offers ample job opportunities for the students of advertising. Career in advertising has a very wide scope from getting placements in Advertising agency, corporates, production houses, media or free lancing. Study of sales management will offer placements in various sales functional departments of industry and service sectors
2	**Vertical :**	Major
3	**Type :**	Theory

4	**Credit**:	2 credits (1 credit = 15 Hours in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: 1. To enable the learners to understand the basic Advertising and Sales Management 2. To familiarize the learners with the basic functioning of Advertising and Sales Force management 3. To generate interest in learners to take up careers in Advertising or Sales Management	
8	**Course Outcomes**: 1. Learners will understand the basics of Advertising and Sales Management 2. Learners will know the functioning of advertising and Sales Force. 3. Interest will be generated in Learners to take up careers in the field of Advertising and Sales Management	

9	**Modules**:-
	Module 1: Introduction to Advertising
	• Introduction to Advertising: Definition, features, benefits, Objectives of Advertising, Ethics in advertising, Advertising Agency- Features, Services offered, Career options in Advertising • Planning, Creativity and Types of Media for Advertising: Planning of Advertising Campaign- steps; Visualization techniques, Unique Selling Proposition, Advertising Appeals; Types of Media for Advertising- Selection of Media for Advertising, • Execution and Evaluation of Advertising: Execution of Print Advertising – Copy, Illustration, Layout; Execution of Broadcast Advertising: Role of Music and Jingles in Advertising, Storyboard -concept; Testing Advertising Effectiveness- Methods of Pre-testing and Post-testing Advertising Effectiveness
	Module 2: Sales Management
	• Introduction: Introduction to Sales Management, Definition, Nature and Role of Sales Management, Evolution of Sales Management, Importance of Sales Management, Recent trends in Sales Management • Sales Force Management: Introduction to Sales Force Management, Recruitment, Selection, Training, Evaluating Sales Performance, Motivation, Compensation • Sales Organization: Meaning, Factors influencing structure of sales organization, The Sales Management process, Forces affecting Sales Management, Ethical issues in Sales Management, Use of Technology to improve Sales Management
10	**Reference Books:** 1. Contemporary Advertising, 2017, 15th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education 2. Kleppner's Advertising Procedure – Ron Lane and Karen King, 18th edition, 2011 – Pearson Education Limited 3. Advertising: Planning and Implementation, 2006 – Raghuvir Singh, Sangeeta Sharma – Prentice Hall 4. Advertising Management, 5th Edition, 2002 – Batra, Myers and Aaker – Pearson Education 5. Advertising Principles and Practice, 2012 - Ruchi Gupta – S.Chand Publishing 6. Foundations of Advertising – Theory and Practice, 2017, S.A.Chunawalla, K. C.

	Sethia- Himalaya Publishing House 7. Selling and Sales Management Developing Skills for success, 2017 – Lisa Spiller – Himalyan Publishing House Pvt. Ltd., 8. Churchill/Ford/ Walker's Sales Force Management, 2022 Mark W Johnston, Greg W Marshall - -Tata McGraw- Hill 9. Sales Management- Text and Cases, 2017, P. K. Ghosh -Himalaya Publishing House 10. Sales and Distribution Management , 20ll -Devangi M Variya, Kirankumar Solanki. DND Publication	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Class Tests (Physical/ Online mode) (Short notes/MCQ's/Match the Pairs/Answer in one sentence) (at least 3)	

QUESTION PAPER PATTERN
(External and Internal)

For 2 Credits paper of 50 Marks

PAPER PATTERN- EXTERNAL

Time: 1 hr Total Marks: 30

Any 2 out of 3 Questions

Q. No	Questions	Total
Q1	a. b.	15
Q2	a. b.	15
Q3	a. b.	15

Note

A) Questions can be set from any module

B) Equal weightage is to be given to all the modules.

PAPER PATTERN- INTERNAL

Continuous Evaluation: Internal (20 marks)

	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 and paper presentation in Workshop/ Conference/Seminar, Assignment	5
3	field visit, case study, group discussion, presentation, Certificate Course	5

Vertical - 4

VSC

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

Title of Paper Wealth Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	**Introduction:** Wealth management is an investment advisory service that uses financial services to address the needs of affluent clients. Using a consultative process, the advisor gleans information about a client’s wants and specific situation. They then tailor a personalized strategy that uses a range of financial products and services to help the client achieve their goals. Wealth management often takes a comprehensive approach. That is, to meet the complex needs of an affluent client, a broad range of services—such as money management, financial planning, investment advice, estate planning, accounting, life insurance, retirement, and tax services—may be provided. While fee structures vary across comprehensive wealth management services, typically, fees are based on a client’s assets under management (AUM). **Relevance:** Wealth management is essential because it will help you meet your long-term goals. A good financial advisor will work with you to create a plan that helps you achieve your financial goals for meeting personal goals such as a child's education, a house, or a car. **Usefulness:** Wealth management plays a crucial role in optimising financial resources and maintaining long-term prosperity. It encompasses a wide array of services including financial planning, investment advice, tax optimization, and estate planning, among others, all tailored to individual needs and goals. **Application:** Wealth management is a comprehensive financial service that involves investment management, financial planning, tax strategies, estate planning, and other financial services. Its applications include: 1. Investment Management, Portfolio diversification,

		Risk assessment and management, Asset allocation (stocks, bonds, real estate, etc.) 2. Financial Planning, Retirement planning, Education funding (e.g., college savings plans) Budgeting and expense management. 3. Tax Planning, Tax-efficient investment strategies, Estate and gift tax planning, Capital gains and loss management. 4. Estate Planning, Will and trust setup, Inheritance planning, Wealth transfer strategies. 5. Risk Management & Insurance, Life, health, and property insurance, Liability protection, Long-term care insurance **Interest:** Wealth management is a great area to focus on, whether for personal finance or professional growth. Are you looking for general strategies, investment advice, or specific areas like tax planning, estate management, or retirement planning? connection with other courses: Wealth management is an interdisciplinary field that connects with various courses across finance, business, and economics. Here’s how it links with different areas of study: 1. Finance Investment Analysis – Helps in selecting the best asset classes for clients. Risk Management – Assists in minimizing financial risks. Corporate Finance – Supports high-net-worth clients managing business wealth. 2. Accounting Taxation – Guides tax-efficient investment strategies. Financial Reporting – Helps analyze balance sheets and income statements for decision-making. 3. Economics Macroeconomics – Understanding economic trends that affect investments. Microeconomics – Helps assess client spending, saving, and investing behaviors. 4. Business & Management

Entrepreneurship – Advising business owners on wealth preservation.

Strategic Management – Long-term financial planning for individuals and families.

5. Law & Ethics

Estate Planning & Trusts – Ensures wealth transfer with minimal legal issues.

Financial Regulations – Compliance with laws to protect client interests.

6. Psychology & Behavioral Finance

Understanding investor biases and financial decision-making.

Demand in the industry:

The wealth management industry is experiencing notable growth, driven by increasing client expectations and technological advancements. Key trends shaping the demand include:

1. Growing Client Assets

Top advisory teams have reported significant increases in assets under management (AUM). Collectively, these teams have achieved record highs, reflecting a robust demand for wealth management services.

2. Technological Integration

The integration of artificial intelligence (AI) and digital platforms is transforming wealth management. A majority of financial advisors view AI positively, with 62% acknowledging its potential to significantly transform operations. Clients, particularly younger generations, expect seamless digital experiences, prompting firms to adopt advanced technologies to meet these expectations.

3. Advisor Shortage

The industry faces a looming shortage of financial advisors. Projections indicate that to meet demand by 2034, the industry will need between 320,000 and 370,000 advisors, necessitating increased productivity and accelerated talent acquisition.

4. Expansion in Emerging Markets

Firms are expanding their wealth management divisions to attract affluent clients, particularly in emerging markets. For instance, Singapore's DBS Bank has significantly increased its relationship managers to cater to wealthy Chinese clients moving their assets abroad, highlighting a strategic focus on capturing growth in these regions.

		5. Emphasis on ESG and Thematic Investing There is a growing emphasis on environmental, social, and governance (ESG) factors and thematic investing. Investors are increasingly considering sustainability and societal impact in their investment decisions, leading to the development of funds that align with these values. Collectively, these trends underscore a dynamic landscape in wealth management, characterized by evolving client expectations, technological advancements, demographic shifts, and a focus on sustainability. **job prospects etc:** Wealth management is a growing field with strong job prospects, especially as global wealth increases and individuals seek professional financial advice. Here's an overview of the career outlook: Job Prospects in Wealth Management 1. Career Paths Financial Advisor/Wealth Manager – Provides financial planning, investment advice, and estate planning for individuals. Portfolio Manager – Manages investment portfolios for clients or institutions. Private Banker – Works with high-net-worth individuals (HNWIs) to provide banking and investment services. Investment Analyst – Conducts research and analysis to support investment decisions. Estate Planner – Focuses on tax strategies and inheritance planning. 2. Salary & Growth Potential Entry-level roles (e.g., junior financial advisors) earn $50,000–$80,000 per year. Experienced wealth managers and private bankers can earn $150,000–$500,000+ annually, including commissions and bonuses. The industry is expected to grow due to increasing global wealth and demand for financial services. 3. Required Skills & Qualifications Degrees: Finance, Economics, Business Administration, or related fields. Certifications (help boost career prospects): CFP (Certified Financial Planner) CFA (Chartered Financial Analyst)

		CWM (Chartered Wealth Manager) Strong analytical, sales, and relationship-management skills are crucial. 4. Industry Trends Tech Integration: AI and robo-advisors are transforming wealth management. Personalized Services: Clients demand customized financial solutions. Sustainable Investing: ESG (Environmental, Social, and Governance) investing is gaining traction.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: **1.** To Comprehend the meaning, scope, and process of wealth management, including the wealth cycle and its significance in financial planning **2.** Identify and evaluate various investment avenues, tax-saving options, and the attributes that influence investment decisions. **3.** To Gain practical skills in financial planning, including calculating returns (CAGR, post-tax return, holding period return) and analyzing financial reports such as net worth and total assets.	
8	**Course Outcomes**: **1.** Students will be able to explain the concepts of wealth management, its scope, and its application in different stages of the wealth cycle. **2.** Students will demonstrate the ability to assess investment alternatives and make informed decisions based on risk profiles, attributes, and tax-saving benefits. **3.** Students will develop competency in solving problems related to financial returns, including CAGR, post-tax returns, and holding period returns	
9	**Modules**:- Per credit One module can be created	
	Module 1: Introduction to Wealth Management	
	a) Meaning and Scope of wealth Management, Wealth Management Process, Wealth cycle b) Meaning and Nature of Investment, Investment alternatives and avenues, Tax Saving Investments, Investment Attributes, Approaches to investment decisions c) Types of Investment risk, Six type of risk profile of an investor	

	Module 2: Financial planning & Financial Mathematics
	a) Role of Financial planner, Types of Financial planning, financial blood test Report b) Calculation of Return 1)CAGR 2) Post Tax Return 3) Holding Period Return (Solved Problems) c) Calculation of Total Assets Net worth and Return (Solved problems)
10	**Reference Books:** ○ **"Wealth Management and Financial Planning"by Madhu Sinha,** Taxmann Publications ○ **Investment Management: Security Analysis and Portfolio Management" by** V. A. Avadhani, Himalaya Publishing House ○ **Wealth Management Unwrapped: Unwrap What You Need to Know and Enjoy the Present" by** Charlotte B. Beyer, Wiley ○ Wealth Management: The Financial Advisor's Guide to Investing and Managing Clients' Portfolios by S. S. Saha , McGraw Hill India
11	**Internal Continuous Assessment: 40%** | **External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Class Tests (Physical/ Online mode) (Short notes/MCQ's/Match the Pairs/Answer in one sentence) (at least 3)

QUESTION PAPER PATTERN
(External and Internal)

For 2 Credits paper of 50 Marks

PAPER PATTERN- EXTERNAL

Time: 1 hr   Total Marks: 30

Any 2 out of 3 Questions

Q. No	Questions	Total
Q1	a. b.	15
Q2	a. b.	15
Q3	a. b.	15

Note

A) Questions can be set from any module

B) Equal weightage is to be given to all the modules.

PAPER PATTERN- INTERNAL

Continuous Evaluation: Internal (20 marks)

	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 and paper presentation in Workshop/ Conference/Seminar, Assignment, field visit, case study, group discussion, presentation, Certificate Course	5
3	field visit, case study, group discussion, presentation, Certificate Course	5

Sem. - IV

Vertical – 1
Major

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

Title of Paper – Fundamentals of Entrepreneurship

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	**Introduction**: Entrepreneurship is the process of identifying, developing, and bringing a new business idea to life. It involves innovation, risk-taking, and value creation. Entrepreneurs play a crucial role in the economy by introducing new products, services, and business models. **Relevance**: Entrepreneurship plays a pivotal role in driving economic growth, fostering innovation, and creating employment opportunities. **Usefulness**: Entrepreneurship is highly useful for individuals, communities, and economies. **Application**: Entrepreneurship has various applications across different sectors and industries. **Interest:** Entrepreneurship is all about identifying opportunities, taking risks, and building businesses that create value. It requires a mix of creativity, problem-solving, resilience, and financial understanding. **Connection with other courses**: Entrepreneurship connects with various academic courses because it involves a mix of skills, knowledge, and strategies from different fields. **Demand in the industry**: Entrepreneurship demand varies by industry, with some sectors experiencing rapid growth and strong demand for innovative business ideas. **Job prospects etc:** The job prospects related to entrepreneurship depend on the industry, market demand. Trader, Manufacturer, entrepreneur, small businessman, New Start-ups, etc.
2	**Vertical :**	Major
3	**Type :**	Theory

4	**Credit**:	2 credits (1 credit = 15 Hours in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: 1) To enable the learners to understand the basic concepts & elements of Entrepreneurship. 2) To familiarize the learners with Entrepreneurship. 3) To encourage learners to become Entrepreneur.	
8	**Course Outcomes**: 1. Identify the elements of success of entrepreneurial venture and inculcate entrepreneurial skills among them. 2. Consider the financial conditions as well as the importance of infrastructure for starting a new business. 3. Understand the process to select new business idea.	

9	**Modules**:-
	Module 1: Introduction to Entrepreneurship
	• **Entrepreneur –** Meaning & Definition**,** Functions of Entrepreneur**,** Qualities of Entrepreneur**,** Types of Entrepreneurs**,** Challenges before entrepreneurs in modern era. • **Entrepreneurship**- Meaning & Definition, Factors motivating Entrepreneurship**,** Obstacles in Entrepreneurship. • **Entrepreneurship theories**- Joseph Schumpeter's Innovation theory**,** McClelland's theory of need for achievement**,** The Uncertainty-Bearing Theory of Knight.
	Module 2: New Dimensions of Entrepreneurship
	• **Start up**- Mobilizing resources for Start up, steps for start up, **Stand up**- Concept and Importance • **Make in India-** Concept and Importance • **Incubation Centre-** Concept and Importance, **Pradhan Mantri Mudra Yojana, (PMMY)**: Concept, Importance and Procedure.
10	**Reference Books:** 1. Dynamics of Entrepreneurial Development & Management - By Vasant Desai. 2. Udyojakata - By Prabhakat Deshmukh 3. Entrepreneurship Development in India - By C.B. Gupta & N.P. Shrinivasan 4. Project preparation Appraisal, implementation - By Prasanna Chandra 5. Entrepreneurship and small Business management - By Shukla M. B. 6. Entrepreneurial Development - By Khanak S. S. 7. Entrepreneurial Development - By Godron E. & Natarajan K. 8. Entrepreneurial Development - By Taneja satish & Gupta S. L. 9. Current Trends in Entrepreneurship - By Mohan S. Elangovan R.

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Class Tests (Physical/ Online mode) (Short notes/MCQ’s/Match the Pairs/Answer in one sentence) (at least 3)	

QUESTION PAPER PATTERN
(External and Internal)

For 2 Credits paper of 50 Marks

PAPER PATTERN- EXTERNAL

Time: 1 hr Total Marks: 30

Any 2 out of 3 Questions

Q. No	Questions	Total
Q1	a. b.	15
Q2	a. b.	15
Q3	a. b.	15

Note

A) Questions can be set from any module

B) Equal weightage is to be given to all the modules.

PAPER PATTERN- INTERNAL

Continuous Evaluation: Internal (20 marks)

	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 and paper presentation in Workshop/ Conference/Seminar, Assignment	5
3	field visit, case study, group discussion, presentation, Certificate Course	5

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

Title of Paper - Logistics Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	**Introduction** Logistics management is about effective and efficient flow and storage of goods, services and information from the point of origin to the point of destination to meet customer wants. It includes main activities like transportation, warehousing, packaging and handling inventory. It is a part of wider concept Supply Chain Management. It is a process of planning, organizing, controlling and executing smart movement of goods from one place to another to fulfil customer's demand. Effective logistics management plays a vital role in driving business operations smoothly. It reduces operating cost and results in prompt delivery of goods in the hands of customers. **Relevance** Logistics management streamlines operations of supply chain. It helps in purchasing, storing, and distribution of goods and services. Proper policy making, planning and implementation reduces overall cost, optimum use of resources. It automatically increases competitiveness and also results in improved customer service. It ensures that goods are delivered at the right place at the right time in cost effective manner. It build a strong connection with customers and thereby develops reputation of the business. Thus it keeps the whole cycle of production and distribution smooth. **Usefulness** An effective logistics management enhances overall efficiency of the various functions of business. It optimises transportation by selecting right mode of transportation and carries goods in full capacity. Similarly it forecast accurately the demand and accordingly manages inventory and thereby avoids the situation of overstocking or understocking. Additionally, it optimizes warehousing too by proper designing and its layout. Thus customer orders are processed quickly which leads to better customer experience. **Application** Logistics management encompasses a broad range of functions, including route planning, inventory management, order fulfilment, demand forecasting, transportation management, warehouse management and on broader level integration all aspects with supply chain management. Additionally, Logistics management incorporates various tools and techniques like vehicle tracking system, software for warehouse and transportation management, strong real time communication system, customer care services. Also Artificial Intelligence can be used for predictions, tracking inventory, cargo monitoring and so on.

		Interest Logistics management revolves around fulfilling consumer needs by prompt delivery of goods and services. It utilizes advanced technology, various digital platforms, software to coordinate among various stakeholders. Raw material can be procured smoothly from supplier then production will take place in time and ultimately sales orders can be completed in time. This will lead to timely distribution of goods and services by analysing the demand and integrating all aspects in the chain. Thus a better customer service can be provided and brand equity can be developed. **Connection with other courses** Logistics management is closely connected to various courses like Supply Chain Management, Operations Management, Project Management, Purchasing Store-keeping, Procurement of raw material, transportation management, distribution channels, warehousing, Sales and marketing, Data science. Leadership etc. Thus various disciplines are encompassed with Logistics management which includes psychology, economics, sociology, international business etc. **Demand in the industry** Logistics sector is growing rapidly in last few years. There is a substantial growth of the sector and has also potential to expand further. The demand for skilled logistics professionals is growing, especially with the increasing importance of supply chain and logistics as international trade has increased tremendously. There is high demand in procurement, inventory, shipments etc. Companies need experts in logistics related sector with innovative professions and technological advancements. Rapid industrialization and growth of E-Commerce made logistics sector demanding. **Job prospects etc.** Logistics sector has significant job prospects and demand for skilled people in the areas like warehousing, packing, transportation, inventory management and so on. Apart from traditional jobs like supply chain manager, warehouse manager, transportation manager, inventory manager, operations manager, store manager various job openings are also projected like Logistics analysts, logistics manager, logistics co-ordinator, logistics specialists, logistics engineer, fleet manager, logistics consultant, scheduling planner, traffic operator. Thus enormous career opportunities are available in logistics sector across the world.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks

7	**Course Objectives**: 1. To enable the learners to understand the basic concepts & elements of logistics management 2. To familiarize the learners with logistics process and operations 3. To encourage learners to become logistics professionals
8	**Course Outcomes**: 1. Learners will understand the role of logistics and supply chain in customer service. 2. Learners can identify and address problems in logistics and find solution. 3. Learners shall be able to analyse the structure of logistics network and develop their decision-making skills

9	**Modules**:-
	Module 1: Introduction to Logistics Management
	• Definition, Nature, Evolution, Importance, Types of logistics, Functions of logistics, Logistics Performance Cycle, Principles, Barriers to logistics • Overview of logistics industry-Indian and global logistics market, Logistics Skill Council, Competitive advantage of logistics • Logistics Outsourcing-benefits and issues, Logistics Service Providers (LSP) and its types, Logistics Information System, Role of technology in logistics
	Module 2: Elements of Logistics system and Career in Logistics
	• Transportation and Inventory management i) Transportation–Mode of transportation, functions ii) Inventory management- Meaning, functions, Importance, Material Handling equipments • Packaging and Warehousing A) Packaging- Functions, Essentials of good packing, Types of packaging B) Warehousing- Types of warehouses, Functions • Competencies for logistics career, Sub-sectors of logistics, Career opportunities in logistics sector
10	**Reference Books:** • Logistics Management, S.L.Ganapathi and S. K.Nandi (2015), OXFORD • Performance Modeling of Automated manufacturing Systems, N. Viswanadham and Y.Narahari, Prentice Hall of India, 1998 • Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra and Peter Meindel, Prentice Hall of India, 2002. • Modeling the Supply Chain, Jeremy F. Shapiro. Duxbury Thomson Learning, 2001

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Class Tests (Physical/ Online mode) (Short notes/MCQ's/Match the Pairs/Answer in one sentence) (at least 3)	

QUESTION PAPER PATTERN
(External and Internal)

For 2 Credits paper of 50 Marks

PAPER PATTERN- EXTERNAL

Time: 1 hr　　　　　　　　　　　　　　　　　　Total Marks: 30

Any 2 out of 3 Questions

Q. No	Questions	Total
Q1	a. b.	15
Q2	a. b.	15
Q3	a. b.	15

Note

A) Questions can be set from any module

B) Equal weightage is to be given to all the modules.

PAPER PATTERN- INTERNAL

Continuous Evaluation: Internal (20 marks)

	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 and paper presentation in Workshop/ Conference/Seminar, Assignment	5
3	field visit, case study, group discussion, presentation, Certificate Course	5

SEC

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

Title of Paper **<u>Equity Research</u>**

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	**Introduction** Equity research is a process of industry and company analysis to make investment decisions. It provides investors information about when to buy or sell an investment on the basis of financial analysis of company performance. Equity research analysts prepare report which includes history, trends, forecasting, valuations and recommendations for investors. Simply it analyses financial performance of the company. **Relevance** Equity research provides useful information for investors about financial performance of the company. It helps to assess the value of company' stock. Equity research analyses equity products, industries, and markets to determine their future potential. It assist investor to take investment decision by knowing company's prospects from the study of industry trend, and market conditions. It also help investors to identify potential investment and risk associated with it. It also determines the quality of company's management and ability of the company to generate revenue in near future and competitiveness **Usefulness** Equity research reflects the overall efficiency of the company, its strategic planning, it forecast accurately company's financial position in the market. It provides information about company's profitability, debt and cash flow. It is necessary for stock market investments. It is basically useful for investors, traders, financial institutions to decide sell side or buy side of the investment. It is useful to make smart choice of where to invest money. It is an economic indicator of financial health of the company. **Application** It is basically applicable in investment decision where whether to make investment in a particular stock or not is determined. It can be applied in investment and portfolio management where diversified portfolio can be designed. Independent research firms help in analysing the company and industry trend, competitive position and management team of the company. Various tools like financial analysis software, Charting tools, data analytics and AI, News and sentiment analysis are used in equity research.

		Interest Equity research scholar may find interest in the areas like financial modelling, fundamental and technical analysis, risk assessment, capital market analysis, industry research, financial analysis, financial services. It creates interest investment research, financial projections and recommendations. **Connection with other courses** This course can be studied at higher level at MBA or PGDM degree in finance specialization. Further training and practical can be learnt in courses like Chartered Financial Analysts (CFA), Certified Public Accountant (CPA), courses offered by Chartered Institute for Securities & Investments (CISI) and National Institute of Securities Markets (NSIM). **Demand in the industry** Definitely there is a high demand for Equity Research professionals as financial markets are growing, overall investments are increasing, middle class is rising and so on. Global investment is a new opportunity for investors where analysis of stock, equity funding, equity market is growing rapidly. **Job prospects etc.** Since financial transactions and technological advancements are taking place speedily, enormous job opportunities to equity research professionals as valuer, Equity Research analyst, Equity advisor, Fund manager, Risk Management Analyst, Trading Analyst, portfolio Manager, sector specialist, Investment banker, Chief Investment Officer etc.
2	**Vertical :**	SEC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) **1.** To enable the learners to understand the fundamentals of Equity Research **2.** To familiarize the learners with process of Equity Research and reports **3.** To encourage learners to become Equity Research professionals	

8	**Course Outcomes**: (List some of the course outcomes) **1.** Learners will understand the role of Equity Research Analysts **2.** Learners can identify and address key areas in Equity Research analysis **3.** Learners shall be able to build analytical foundation for Equity Research
9	**Modules**:- Per credit One module can be created
	Module 1: Introduction to Equity Research
	a) Meaning, Objective, Process, Types, Contents of Equity Research Report b) Overview of Equity Research, Regulatory environment, Recent Trends and Future of Equity Research c) Role of Equity Research Professionals, Career opportunities in Equity Research, Skill set required
	Module 2: Key Aspects of Equity Research
	a) Financial Statement Analysis-Vertical Balance Sheet and Revenue statements, Common size statements, Comparative statements, Trend analysis b) Company Analysis- Ratio analysis, Management quality and corporate governance c) Industry Analysis- Industry life cycle, Porter's Five Forces analysis, KPI's for industries
10	**Reference Books:** • Research & Analysis of Equity Securities (2023) Dhruv Bansal, Notion Press • James Valentine (2017) Best Practices for Equity Research Analysts, McGraw Hill Education • Research Analysts (2025) NISM X Taxmann • Financial Modelling for Equity Research (2019) John Moschella, Kindle Edition • Equity Research and Valuation (2008) Dun & Bradstreet, McGraw Hill Education
11	**Internal Continuous Assessment: 40%** | **External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Class Tests (Physical/ Online mode) (Short notes/MCQ's/Match the Pairs/Answer in one sentence) (at least 3)

QUESTION PAPER PATTERN
(External and Internal)

For 2 Credits paper of 50 Marks

PAPER PATTERN- EXTERNAL

Time: 1 hr Total Marks: 30

Any 2 out of 3 Questions

Q. No	Questions	Total
Q1	a. b.	15
Q2	a. b.	15
Q3	a. b.	15

Note

A) Questions can be set from any module

B) Equal weightage is to be given to all the modules.

PAPER PATTERN- INTERNAL

Continuous Evaluation: Internal (20 marks)

	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 and paper presentation in Workshop/ Conference/Seminar, Assignment	5
3	field visit, case study, group discussion, presentation, Certificate Course	5

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
Dr. Megha Somani
Board of Studies in Business Management

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

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