

University of Mumbai

वेबसाईट - mu.ac.in

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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



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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.
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19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

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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
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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. (Second Year)

Faculty of Commerce and Management

Board of Studies in Commerce

U.G. Second Year Programme	Exit Degree	U.G. Diploma in Commerce
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. (Second Year)
2	Exit Degree	U.G. Diploma in Commerce
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 540 C Sem. IV – R: CU 540 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

Sd/-
Sign of the
Offg. Associate Dean &
Chairman
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

Under Graduate Diploma in Commerce

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	Commerce-III Management : Principles and functions (2) Family Business Management (2)				VSC Advertising-I (2) OR CSP-I (2)	AEC:2	FP: 2 CC:2	22	UG Diploma 88
	R:_____D									
	IV	Commerce-IV Management : Production and finance (2) Six Sigma and ISO (2)				SEC:2 Advertising-II (2) OR CSP-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. (Second Year)

(Sem.- III)

Title of Paper : Commerce III Management : Principles and Functions

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to :	This course provides an understanding of the concepts, principles and functions of Management. It deals with management lessons from Bhagwat Gita and touch upon the Indian Ethos. The course includes detailed learning on functions of management namely Planning, Controlling, Organising and Directing
2	Vertical :	Major
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. To provide an overview of Management in an organization 2. To understand the principles and functions of management. 3. To provide an insight on the application of principles and functions of Management in their lives.	
8	Course Outcomes: (List some of the course outcomes) CO1 Learners will understand the concepts and principles of Management.(Understand) CO2 Learners will learn to apply the functions of management in their daily life (Apply)	

9	Modules:- Per credit One module created
	Module 1: Introduction to Management (15 lectures)
	Unit – I Introduction to Management: (8 lec) • Management Concept, Nature, Functions of Management, Managerial Skills, Henry Fayol’s Principles of Management, Peter Drucker’s Dimensions of Management, • Chanakya’s Principles of Management, 10 Key management lessons from Bhagavad Gita, Indian Ethos and its significance to Management. Unit – II Planning & Controlling: (7 lec) • Planning: Meaning, Steps in planning process, MBO- concept & its advantages, MBE – concept and its Advantages, MIS -concept & its components. • Controlling: Meaning, Steps in Control process, Essentials of good control system, Techniques of Controlling.
	Module 2 Organizing and Directing (15 lectures)
	Unit – I Organizing: (8 lec) • Features of Line, Line and Staff, Matrix and Virtual Organisation, Bases of Departmentation, Span of Management- Concept & factors influencing it, • Delegation of Authority- Concept and its Principles, Centralisation v/s Decentralisation. Unit II Directing: (7 lec) • Managerial Communication: Functions, Barriers , Modern Tools used by managers for communication, Motivation- Concept, Factors and its importance, • Leadership- Concept, Styles and Qualities of a leader.
10	Reference Books: 1. Management Today Principles& Practice- Gene Burton, Manab Thakur, Tata McGraw Hill, Publishing Co.Ltd. 2. Management – James A.F.Stoner, Prentice Hall, Inc .U.S.A. 3. Management : Global Prospective –Heinz Weihrich& Harold Koontz, Tata McGraw-Hill, Publishing Co.Ltd. 4. Principles of Management- T.Ramasamy. 5. Principles and Practices of Management- L.M. Prasad. 6. Essentials of Management – Koontz And O’Donnel 7. Principles of Management – Sherlekar S. A 8. Principles and Practice of Management by L M Prasad 9. Corporate Chanakya: Successful Management the ancient way by Radhakrishnan Pillai 10. Success Principles of Chanakya by Mahesh Sharma 11. Managing by the Bhagavad Gita: Timeless lessons for today’s Managers, by Satinder Dhiman, A.D. Amar Springer publication. 12. Professional Development with Managerial Communication by Jitendra Mhatre. 13. Executive Guide to Business Communication, Moin Qazi, 14. Principles and Practices of Management & Business Communication – Karmakar, Dutta 15. Modern Communication Techniques by Sandip Dey

11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination)

Total Marks: 30	2 Credits
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Syllabus

B.Com. (Second Year)

(Sem.- III)

Title of Paper : Family Business Management

Sr. No.	Heading	Particulars
1	Description the course : Including but Not limited to :	This course provides an introduction to Family Business Management, covering fundamental concept and characteristics of family business management, strategic planning, effective succession planning, maintaining family harmony and role of leadership and business ethics to navigate long-term business sustainability and customer satisfaction.
2	Vertical :	Major
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. Understand the fundamental concepts, characteristics, and historical evolution of family businesses. 2. Analyze the unique challenges and opportunities faced by family businesses in comparison to non-family businesses. 3. Apply strategic planning theories and models (e.g., 3-Circle Model, Systems Theory) to family business management & Develop strategies for effective succession planning 4. Evaluate the role of governance structures, family constitutions, conflict resolution mechanisms in maintaining family business harmony and role of leadership and business ethics. Critically assess real-world case studies of successful and failed family businesses to derive actionable insights.	
8	Course Outcomes: (List some of the course outcomes) CO 1 : Demonstrate a comprehensive understanding of the definitions, types, and importance of family businesses in the global economy. (Understand) CO 2 : Critically analyze the distinctions between family and non-family businesses, including their management styles and challenges. (Analyse) CO 3 : Apply theoretical frameworks (e.g., 3-Circle Model, Family Business Life Cycle) to address generational transitions and strategic regeneration in family businesses. (Apply)	

	CO 4 : Design governance structures, including family councils and constitutions, to ensure effective decision-making and conflict resolution. Formulate succession plans and financial strategies tailored to the unique needs of family businesses. (Create) CO 5 : Evaluate case studies of prominent family businesses to identify best practices and lessons learned from both successes and failures. (Evaluate)
9	Modules:- Per credit One module created Module 1: Family Business Management Unit I Family Business Management: An Introduction ❖ Historical Evolution of Family Business, Characteristics of Family Business Management, Types of Family Business ❖ Family Business: Importance and Challenges, Women in Family Business <u>Case Study</u> Successful family Business Case Study https://medium.com/@vansh.khandelwal06/the-success-story-of-mdh-masala-greatness-born-out-of-persistence-e793bfd557f2 Failed Family Business Case Study https://thesecretariat.in/article/succession-planning-in-corporate-india-why-the-godrej-family-is-an-outlier Unit II Strategic Planning & Family Business Theories and Models ❖ Significance of Strategic Planning in Family Businesses, Family business life cycle and stages ❖ Systems theory in family business management: The 3-circle model (Family, Business, Ownership), Strategic Regeneration Theory, Family Team Model <u>Case Study</u> Generational transitions in Family Business Godrej family amicably splits 127-year-old conglomerate into two groups Company News - Business Standard - https://www.business-standard.com/companies/news/godrej-family-amicably-splits-127-year-old-conglomerate-into-two-groups-124050100031_1.html Family Enterprise: Balancing Tradition and Innovation - https://www.imd.org/blog/family-business/family-enterprise/
	Module 2 : Governance in Family Business
	Unit I Governance in Family Business & Conflict Resolution ❖ Role of Governance in Family Business, Impact of EQ and SQ on Family Business Management, Business Ethics and CSR ❖ Types of Conflict in Family Businesses, Principles of Conflict Management in Family Businesses, Conflict resolution strategies <u>Case Study</u> Tata Trusts to reform operations, reduces management roles and expenses https://www.business-standard.com/companies/news/tata-trusts-to-reform-operations-reduces-

[management-roles-and-expenses-124102800285_1.html](https://www.business-standard.com/companies/news/management-roles-and-expenses-124102800285_1.html)

India's top 4 business families anchor for a fifth of CSR contributions

https://www.business-standard.com/companies/news/india-s-top-4-business-families-anchor-for-a-fifth-of-csr-contributions-125022600884_1.html

Unit II Leadership in Family Business

- ❖ Types of Succession planning in Family business, Techniques of Cultivating Leadership in a Family Business, Leadership Traits for family business successors, Nature and Impact of Transformational Leadership in a Family Business
- ❖ Financial decision-making in family businesses, Profit-sharing mechanisms for family businesses, Factors influencing Family Business Succession

Case Study

Succession at Reliance: A large family fortune starts a risky transition

https://www.business-standard.com/companies/news/succession-at-reliance-a-large-family-fortune-starts-a-risky-transition-123082900320_1.html

What leadership transition means for Reliance Industries

https://www.business-standard.com/podcast/companies/what-leadership-transition-means-for-reliance-industries-121123000095_1.html

10

Reference Books:

1. Family Business Management: An Introduction" by Ken Moores
2. Family Business: A Global Perspective" by Pramodita Sharma and Kavil Ramachandran
3. Family Business Governance: Maximizing Family and Business Potential" by John L. Ward
4. Strategic Planning for the Family Business" by Randel S. Carlock and John L. Ward
5. Family Business Models: Practical Solutions for the Family Business" by Alberto Gimeno Sandig and Gemma Baulenas
6. Generation to Generation: Life Cycles of the Family Business" by Kelin E. Gersick et al.
7. Family Business Governance: A Handbook for Families in Business" by John L. Ward
8. The Family Constitution: Agreements to Secure and Perpetuate Your Family and Your Business" by David Gage
9. Family Wars: Stories and Insights from Famous Family Business Feuds" by Grant Gordon and Nigel Nicholso
10. Succession Planning for Family Businesses" by Craig E. Aronoff and John L. Ward
11. Financial Management in Family Businesses" by Peter Leach and Tatiana S. Manolova
12. Perpetuating the Family Business: 50 Lessons Learned from Long Lasting, Successful Families in Business" by John L. Ward
13. Family Business Case Studies Across the World" by Alfredo De Massis and Pramodita Sharma

	14. Indian Family Businesses: Their Survival and Growth" by Kavil Ramachandran 15. Case Studies in Family Business" by Richard Narva and Patricia Angus 16. Case Studies in Family Business" by Roland E. Kidwell 17. Family Business Case Studies Across The World -Succession and Governance in s Disruptive Era by Jeremy Cheng and Et.al.	
11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination)

Total Marks: 30

2 Credits

Time: 1 hour

Answer any two questions out of three questions

Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination)

Total 20 Marks

Marks

1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Vertical – 4 VSC

Syllabus

B. Com. (Second Year)

(Sem.- III)

Title of Paper : Advertising-I

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to :	This Course includes Introduction, relevance, Usefulness and Application of Advertisement. It also deals with connection with other courses, demand in the Advertising industry, role and career in advertising agency.
2	Vertical :	VSC
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. To introduce the fundamentals of advertising, various aspects and classification of advertising. 2. To understand the role of advertising agency, careers in advertising and brand building.	
8	Course Outcomes: (List some of the course outcomes) CO1- Students will be able to understand the fundamentals of advertising, various aspects, classification of advertising. (Understand) CO2- Students would understand role and careers in advertising agency and brand building and can attempt to apply for the same (Apply)	

9	Modules:- Per credit One module can be created
	Module 1: Introduction to Advertising & Key Aspects Unit 1 Fundamentals and Types of Advertising: • Definition, Features, Scope of Advertising, Evolution of Advertising, Active Participants, Importance of advertising to consumer, business and nation • Classification of Advertising: Media, Target audience, Rural, Political, Green, Advocacy advertising. Unit II Economic, Social and Ethical Aspects: • Impact of advertising on consumer demand and pricing • Ethical and Social issues of advertising, positive and negative influences of advertising on Indian Culture.
	Module 2: Advertising Agency and Brand Building Unit 1 Advertising Agency and Careers in Advertising: • Definition, Features, Functions and structure, Classification of advertising agencies, • Careers in Advertising: Skills required for advertising career, Various Career Options, Freelancing Careers. Unit 1I Brand Building: • Concepts of Branding, Process of Brand Building, Role of advertising in developing • Brand Image, Brand Equity, Brand Crises Management.
10	Reference Books: • Belch & Belch, <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>, McGraw-Hill, 2009. • David Ogilvy, <i>Ogilvy on Advertising</i>, Headline Welbeck, 2023. • ASCI, The Code for Self-Regulation of Advertising Content in India, 2025. • Arens, Weigold, <i>Contemporary Advertising</i>, McGraw-Hill, 2023. • Contemporary Advertising, 2017, 15th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education • Advertising: Planning and Implementation, 2006 – Raghuvir Singh, Sangeeta Sharma – Prentice Hall 6. • Advertising Management, 5th Edition, 2002 – Batra, Myers and Aaker – Pearson Education • Kotler Philip and Eduardo Roberto, Social Marketing, Strategies for Changing Public Behaviour, 1989, The Free Press, New York. • Confessions of an Advertising Man, David Ogilvy, 2012, Southbank Publishing • Advertising, 10th Edition, 2010 - Sandra Moriarty, Nancy D Mitchell, William D. Wells, Pearson • Social Media: Marketing Strategies for Rapid Growth Using: Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube Paperback – March 8, 2016 • Advertising Concept Book Paperback – Import, 31 July 2012, by Pete Barry • The Advertising Age Encyclopedia of Advertising (Three Volume Set) by John McDonough and Karen Egolf.

11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 4)	

Exam Pattern (External Examination)		
Total Marks: 30		2 Credits
Time: 1 hour		
Answer any two questions out of three questions		
Q.1 Answer the Following Questions. a) b)		7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)		7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)		7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks		Marks
1. Class Test		5 Marks
2. Assignment		5 Marks
3. Presentation		5 Marks
4. Group Discussion		5 Marks
5. Quiz		5 Marks
6. Case Study		5 Marks
Note: - Any Four out of the above can be taken for the internal Assessment. - The internal Assessment shall be conducted throughout the Semester. - Field visit can be arranged.		

Syllabus
B. Com. (Second Year)
(Sem.- III)

Title of Paper : Company Secretarial Practice-I

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to :	This course includes understanding of Companies and its legal compliance under Companies Act, 2013. It also covers role and responsibilities of company secretary towards better governance and highlights various secretarial duties towards formation of company. Course mentions secretarial correspondence with different regulatory bodies and stakeholders. Similarly various specimens give more clarity of documents created and maintained by Company Secretary and need to develop drafting skills. Study covers various secretarial standards by ICSI and secretarial audit in compliance management.
2	Vertical :	VSC
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. To understand the insight of Company and the roles and responsibilities of Company Secretary 2. To equip learners with the knowledge and skills to function as Company Secretary 3. To make the learners understand the legal compliance towards Company Statutory provisions and rules and regulations 4. To get acquainted with documents and secretarial correspondence	

8	Course Outcomes: (List some of the course outcomes) • CO1: Learners will understand the functions of Company Secretary (understand) • CO2: Learners will get the knowledge of legal compliance under Company's Act • CO3: Learners will develop the drafting skills in correspondence. (Apply)
9	Modules:- Per credit One module can be created
	Module 1: Company Documentation and Role of Company Secretary
	Unit I Company Formation Procedure and Documentation • Company Formation – Definition and features of Company, Secretarial duties in formation of Company and its stages, Procedure of Online Registration of Company • Memorandum of Association (MOA)- Clauses and alteration of MOA Article of Association (AOA) – Contents. Prospectus-Contents, Statement in Lieu of Prospectus, Misleading prospectus Unit II Role of Company Secretary and Specimens of correspondence • Company Secretary- Qualification, Appointment procedure, resignation and removal, functions, Rights and Role of Company Secretary, Career options of CS, Knowledge and Skill sets required, Use of digital platform-Benefits and Challenges • Specimen: Certificate of Incorporation, Letter to ROC: Alteration of MOA/AOA, Letter to Stock Exchange: Listing of shares.
	Module 2: Company Secretary Services and Correspondence
	Unit I Company Secretary Services • Advisory Services- An advisor to chairman, CS as an liaison officer between the a)company and stock exchange, b)company and depository Participants, c) Company and ROC • Representation Services at Regulatory Body- Company Law Board (CLB), Ministry of Corporate Affairs (MCA), SEBI, Stock Exchange, Consumer Forum, Cyber Law Compliance, Arbitration & Conciliation services Unit II Company Secretarial Standards and Correspondence • Secretarial Standards by ICSI (Brief Overview of SS1-10) and Secretarial Audit – Procedure, Importance and Audit Report, Due diligence certificate • Secretary Correspondence- With stakeholders like Shareholders, Directors, Debenture Holders, Financial Institution, During Corporate Restructuring, Valuation, Insolvency. Key correspondence like notices, minutes, Reports, Resolutions and circulars.
11	Reference Books: • K.R. Chandratre (2022) "Company Secretarial Practice Manual", Lexis Nexis Publishers, 5th Edition, Vol.1 • M Iqbal Patel FCA (2023) "Guide on Company Secretarial Practices-Company Law, Procedures and Practices" Petiwala Publication, • M.C.Bhandari (2023) "Guide to Company Law Procedure" Bharat Law House, Vol.1

	- Corporate Professional (2024) “Companies Act, 2013” Commercial Law Publishers India Pvt Ltd. 17th Edition - Dr. D. K. Jain (2025) “Company Law Ready Reckoner” Bharat Books, 27th Edition	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination)	
Total Marks: 30	2 Credits
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: - Any Four out of the above can be taken for the internal Assessment. - The internal Assessment shall be conducted throughout the Semester. - Field visit can be arranged.	

Sem. - IV

Vertical – 4 Major

Syllabus

B.Com. (Second Year)

(Sem.- IV)

Title of Paper : Commerce IV Management : Production and Finance

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to :	This course provides an understanding of Production Management and Finance Management. It includes production management, quality and quality management, Indian Financial system and Trends in Finance
2	Vertical :	Major
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. To provide an overview of Production and Quality Management 2. To understand the Indian Financial System and the various trends in the area of finance. 3. To make the learners apply some investment avenues	
8	Course Outcomes: (List some of the course outcomes) CO1 The learners will get insights on various aspects relating to Production and Quality. (Aware) CO2 The learners will understand Indian Financial System.(Understand) CO3 The learners will know about various trends in the area of finance and try to apply various investment avenues in practical life.(Apply)	

9	Modules:- Per credit One module created
	Module 1: Production & Quality: (15 lectures)
	Unit I: Production : (7 lec) • Production: Concept, Production Management- concept, scope and importance, Steps in Production, Planning and Control, Types of Production System – Intermittent and Continuous • Productivity - Concept, Factors influencing Productivity, Measures to improve productivity, Inventory Management- concept, Objectives and Importance Unit II: Quality: (8 lec) • Quality - concept & Dimensions, Quality Management tools- TQM – Concept & importance, Six Sigma – Concept & process, Kaizen – Concept & Process • Quality Circle & Features, ISO 9000- Procedure to obtain Certification, Service Quality Management- Importance and Measures to improve Service Quality.
	Module 2 Finance: (15 lectures)
	Unit I: Indian Financial System: (8 lec) • Structure of Financial Market, Procedure of IPO, Stock Exchange- functions, SEBI- Functions, Investor Protection Measures of SEBI • Types of Depositories – concept, Dematerialisation & benefits- Credit Rating- concept, Advantages, CRISIL- Concept and role. Unit II: Trends in Finance: (7 lec) • Sources of finance for start-up ventures, Mutual Funds- concept, Advantages, Types, Systematic Investment Plan (SIP) • Derivatives – concept & Types (Forwards, Futures, Options, Swaps), Micro Finance & its importance, Self Help Group & features.
10	Reference Books: 1. Production and Operations Management –Prof L.C.J hamb, Event Publishing House. 2. Production Planning & Control- Prof L.C. Jhamb, Event Publishing House 3. Production & Operation Management (Text & Cases)- K.Ashwathappa G.Sudeshana Reddy, Himalaya Publication. 4. Launching New Ventues : An Entrepreneurial Approach-Kathleen R.Allen, Cengage Learning 5. Essentials of Inventory Management-MaxMuller, Amacon Publishes 6. Indian Financial System—Bharathi Pathiak, Pearson Publication 7. Financial Institutions and Markets : Structure Growth& Innovations – L.M.Bhole , Jitendra Mahakad, Tata McGraw Hill. 8.The Indian Financial System and Financial Market Operator-Vasant Desai, Himalaya Publishing 9. Indian Financial System – M.Y. Khan, Tata McGraw –Hill 10.Production and Operations Management –Anandkumar Sharma, Anmol Publication

11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination)	
Total Marks: 30	2 Credits
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Syllabus

B.Com. (Second Year)

(Sem.- IV)

Title of Paper : Six Sigma and ISO

Sr. No.	Heading	Particulars
1	Description the course : Including but Not limited to :	This course on Six Sigma and ISO standards equips the students with problem-solving skills, process improvement techniques, and knowledge of quality management systems, enhancing the career prospects in various industries.
2	Vertical :	Major
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. Understand the tools and techniques, advantages, and challenges of the Six Sigma methodology. 2. Analyse the role of Six Sigma Green Belts, Black Belts, and Master Black Belts 3. Understand the purpose of ISO Standards, the role of internal and external audits, and compliance. 4. Evaluate the challenges in achieving and maintaining ISO Certification 5. Apply the knowledge to anticipate issues related to the practical implementation of Six Sigma.	
8	Course Outcomes: (List some of the course outcomes) CO 1 : Learners will gain foundational knowledge of Lean methodologies and Six Sigma concepts (Understand) CO 2: Gain a comprehensive understanding of the specific ISO standard, its requirements, and its principles. (Understand) CO 3: Learners become adept at the Define, Measure, Analyze, Improve, and Control (DMAIC) methodology, a structured approach to problem-solving and process improvement. (Apply) CO 4: Learn about the process of becoming ISO certified, including preparing for initial certification, maintaining compliance, and undergoing surveillance audits (Analyse) CO 5 :Evaluate case studies of successful implementation of Six Sigma and ISO in various sectors. (Evaluate)	

9	Modules:- Per credit One module created
	Module 1: Six Sigma
	Unit I Introduction to Six Sigma ➤ Overview of Six Sigma methodology ➤ History and Evolution of Six Sigma ➤ Key principles of Six Sigma: - ➤ Challenges of Six Sigma ➤ Levels of Six Sigma Certification ➤ Six Sigma improvement process ➤ Career options in Six Sigma. Case study Motorola - https://pecb.com/article/six-sigma-a-case-study-in-motorola Dabbawallas - https://kadence.com/the-genius-of-mumbais-dabbawalas-a-model-of-six-sigma-excellence Unit II : Six Sigma Methodology and Trends ➤ Six Sigma methodology/Phases – DMAIC (Define, Measure, Analyse, Improve, Control) – Purpose, Main Activities and Tools & Techniques ➤ Concept of Green Six Sigma, Fit Sigma, Lean Six Sigma ➤ Techniques & tools used to accomplish Lean Six Sigma goals Case Study - https://funding.ryan.com/blog/business-strategy/lean-six-sigma-manufacturing-industry-case-studies/ ➤ Future trends in Six Sigma (Digital Transformation, Integration with Artificial Intelligence (AI) and Machine Learning (ML), Agile Lean Six Sigma, Focus on Sustainability, Remote Collaboration, and Virtual Teams) ➤ Role of technology in Six Sigma implementation ➤ Ethical Considerations in Six Sigma.
	Module 2 : ISO Standards, Certification and Auditing Unit I Introduction to ISO Standards ➤ Concept of Quality, Quality standards-Principles of quality standards. ➤ ISO and its role in standardization ➤ Benefits of ISO certification for organizations ➤ Overview of common ISO standards- (ISO 9001 – Quality Management Systems, ISO 14001 – Environmental Management Systems, ISO 45001 – Occupational Health and Safety Management Systems, ISO 21001 – Educational Organisations). - Features, Benefit ➤ The importance of continual improvement (Kaizen) in ISO standards Case study - https://www.bsigroup.com/en-IN/products-and-services/standards/iso-45001-occupational-health-and-safety/

	Unit II : ISO Certification and Auditing	
	➤ Improving standards -Utilizing tools like PDCA and root cause analysis. ➤ Conducting audits- Types of ISO audits ➤ Steps for a successful audit ➤ Role of technology in simplifying ISO Compliance process ➤ Linking ISO standards to sustainability goals. ➤ ISO ethics and compliance	
10	Reference Books: 1. Alan Larson, Demystifying Six Sigma- A Company -Wide Approach to Continuous Improvement, AMACOM, IBSN – 0-8144-7184-6 2. Hubert k Ramprasad & Anwar EI-Homsi (2008), TPS-Lean Six Sigma – Linking Human Capital to Lean Six Sigma, Sara Books Pvt. Ltd. 3. Graham Wilson, 1994, On Route to Perfection- A Guide to Achieving Six Sigma, IFS International limited, UK 4. William Truscott, 2008, Six Sigma- Continual Improvement for Businesses, Elsevier 5. R. Eric Reidenbach and Reginald W. Goeke, 2007, Strategic Six Sigma for Champions- Keys to Sustainable Competitive Advantage, Pearson Advantage 6. Jiju Anthony, Ricardo Banuaelas, Ashok Kkumar (Ed) 2008, World Class Applications of Six Sigma, Elsevier India Private Limited. 7. https://innocentrix.com/files/presentationintrosixsigma.pdf 8. https://goleansixsigma.com/roles-lean-six-sigma/?srsltid=AfmBOorofQ0Jr52_wPOjo3jP6sFcOekOE_aBS1g8my0nprUvxYmKT6-Z 9. https://asq.org/quality-resources/learn-about-standards?srsltid=AfmBOoqeme9hQQeUfB3BHERd4mKyFHNadDJWJVXX6uC4a9fv1N9TBLCp 10. Iliemena, R. O., Amedu, J. M. I., & Goodluck, H. C. (2022). Sustainability in production of goods and services: Addressing ethical issues using the lean six sigma approach. <i>Human resources management in changing times</i>, 416-429 11. https://www.siscertifications.com/iso-certification-for-education-institutes-india/	
11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination)	
Total Marks: 30	2 Credits
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

SEC

Syllabus

B. Com. (Second year)

(Sem.- IV)

Title of Paper : Advertising-II

Sr. No.	Heading	Particulars
1	Description the course : Including but Not limited to :	This course includes the understanding of media and emerging media in advertising. It also includes the planning creativity and execution of advertising campaign. The course will help learners to acquire the skills required in the field of advertising.
2	Vertical :	SEC
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. The objective of this course is to highlight the role of advertising as an important function in marketing 2. To orient learners towards the practical aspects and techniques of advertising. 3. It is expected that this course will prepare learners to lay down a foundation for advanced post-graduate courses in advertising.	
8	Course Outcomes: (List some of the course outcomes) CO1- Understand the types of media in advertising, media objectives, media planning strategies ,emerging media and trends in advertising (Understand) CO2- Conceptualize and execute an effective advertising campaign by using advertising models, creativity and budgeting methods for print and broadcast ads.(Apply)	

9	Modules:- Per credit One module created Module 1: Media and Emerging Trends in Advertising Unit I Media in advertising : - Traditional media- Print, Television, Radio, Outdoor advertising, Digital media-advantages and limitations, Media Objectives - Reach, Frequency and GRPs - Media Planning- Concept, Factors considered while selecting media, Media Scheduling Strategies Unit II Emerging media and use of AI in advertising: - Google Ads, YouTube Ads, Social media advertising, Interactive Advertising -Types of Interactive Ad Content - Use of AI in Advertising-Types and Significance, AI in Content Creation, Data science and analytics for Targeting Module 2 Planning, Creativity and Execution of Advertising Campaign Unit I Advertising Campaign: - Concept, Steps in planning Advertising Campaign, DAGMAR model, Advertising Budget- Factors determining advertising budget, methods of setting advertising budget- - Creativity in advertising, Storytelling and visual communication in advertising Unit II Preparing print and broadcast ads: - Essentials of Copywriting, Copy – Elements, Layout- Principles, Illustration- Importance - Scriptwriting and elements of a good script, Concept of Storyboard, Jingles and Music – Importance, Execution Styles
10	Reference Books: - Belch & Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2009. - David Ogilvy, Ogilvy on Advertising, Headline Welbeck, 2023. - Contemporary Advertising, 2017, 15th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education - Advertising: Planning and Implementation, 2006 – Raghuvir Singh, Sangeeta Sharma –Prentice Hall 6. - Advertising Management, 5th Edition, 2002 – Batra, Myers and Aaker – Pearson Education - Kotler Philip and Eduardo Roberto, Social Marketing, Strategies for Changing Public Behaviour, 1989, The Free Press, New York. - Confessions of an Advertising Man, David Ogilvy, 2012, Southbank Publishing - Advertising, 10th Edition, 2010 - Sandra Moriarty, Nancy D Mitchell, William D. Wells, Pearson - Social Media: Marketing Strategies for Rapid Growth Using: Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube Paperback – March 8, 2016 - Advertising Concept Book Paperback – Import, 31 July 2012, by Pete Barry - The Advertising Age Encyclopedia of Advertising (Three Volume Set) by John McDonough and Karen Egolf

11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 4)	

Exam Pattern (External Examination)		
Total Marks: 30		2 Credits
Time: 1 hour		
Answer any two questions out of three questions		
Q.1 Answer the Following Questions. a) b)		7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)		7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)		7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks		Marks
1. Class Test		5 Marks
2. Assignment		5 Marks
3. Presentation		5 Marks
4. Group Discussion		5 Marks
5. Quiz		5 Marks
6. Case Study		5 Marks
Note: - Any Four out of the above can be taken for the internal Assessment. - The internal Assessment shall be conducted throughout the Semester. - Field visit can be arranged.		

Syllabus
B. Com. (Second year)
(Sem.- IV)

Title of Paper : COMPANY SECRETARIAL PRACTICE-II

Sr. No.	Heading	Particulars
1	Description the course : Including but Not limited to :	The Company Secretarial Practice course is designed to equip students with a comprehensive understanding of corporate governance, compliance management, and secretarial duties. The syllabus covers key aspects such as Management of Companies, Company Meetings, Dematerialization and Online Trading, and Recent Trends in Company Secretarial Practice. This course aims to develop proficiency in handling regulatory compliance, conducting meetings, and ensuring ethical corporate practices in alignment with Indian corporate laws.
2	Vertical :	SEC
3	Type :	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: (List some of the course objectives) 1. To understand the roles, responsibilities, and legal framework governing directors, auditors, and secretarial professionals. 2. To gain expertise in organizing and managing various company meetings and maintaining accurate records. 3. To comprehend the process of dematerialization, online trading systems, and listing of securities. 4. To stay updated with recent trends in corporate secretarial practice, including digital compliance, cybersecurity, and emerging technologies like blockchain and AI.	

8	Course Outcomes: (List some of the course outcomes) CO1: Demonstrate knowledge of the legal and regulatory framework related to company management and compliance.(Understand) CO2: Effectively manage company meetings and documentation, including notices, resolutions, and minutes. CO3: Analyze the impact of digital transformation, cybersecurity, and AI on corporate secretarial practice. (Analyse) CO4: Apply the process of dematerialization, online trading mechanisms, and understand the listing requirements.(Apply)
9	Modules:- Per credit One module created Module 1: COMPANY MANAGEMENT AND COMPANY MEETINGS Unit I Management of Companies: • Directors – Appointment, Duties, Role, Directors Report, Director Identification Number (DIN), Types of Directors • Role of CEO, Non- Executive Directors, Independent Director Unit II Company Meetings: • Types of Company meeting, Secretarial Duties – Before, During and after company meeting – Annual General Meeting, Extra-Ordinary General Meeting, Board Meeting, • Concept of Terms related to Meetings: Notices, Agenda, Chairman, Quorum, Proxy, Motion, Resolution, Minutes, Voting. Drafting of - Notices, Agenda Motion, Resolution and Minutes Module 2 : DEMATERIALIZATION AND RECENT TRENDS IN CSP Unit I Dematerialisation and Online Trading: • Dematerialisation – Need and Importance, Secretarial Duties, Procedures, Participants • Online Trading – Concept, Advantages & Disadvantages, Bombay Stock Exchange Online Trading (BOLT), BOSS; Listing of securities – Procedure, Advantages, Secretarial Duties, Scrips –Types Unit II Recent Trends in CSP: • MCA 21 Portal – E-Filing & Online Company Administration, Digital Signatures (DSC), Director Identification Number (DIN) & KYC Compliance, XBRL (Extensible Business Reporting Language) – Financial & Secretarial Reporting, Virtual AGMs & E-Voting – SEBI & MCA Guidelines, • Role of Company Secretary in Startups, MSMEs & Tech-Based Companies, Cross-Border Compliance & International Business Laws Affecting Indian Companies, Role of AI & Blockchain in Secretarial Record-Keeping & Due Diligence

10	Reference Books: "An Outline of Company Secretarial Practice" by V. Balachandran and P.K. Ghosh, published by Sultan Chand & Sons, 2022. "Secretarial Practice" by M.C. Kuchhal, published by S Chand Publishing, 18th Edition "Company Law and Secretarial Practice" by Dr. B. Chandrashekara, Dr. K. Ramachandra, and Prof. Alla Bakash S., published by Himalaya Publishing House, First Edition, 2011. "Secretarial Practice" by M.C. Kuchhal, published by Vikas Publishing House, 18th Edition. "Company Secretarial Practice Manual" by K.R. Chandratre, published by Lexis Nexis Publishers, 5th Edition, 2022.	
11	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
12	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination)	
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Exam Pattern (Internal Examination) Total 20 Marks		Marks
1. Class Test		5 Marks
2. Assignment		5 Marks
3. Presentation		5 Marks
4. Group Discussion		5 Marks
5. Quiz		5 Marks
6. Case Study		5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.		

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
Offg. Associate Dean &
Chairman
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