



Bombay Suburban Art & Craft Education Society's  
SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH  
(Affiliated to University of Mumbai, Approved by AICTE, DTE & Govt. of Maharashtra),  
NAAC Accredited Institute

## Academic Year 2023-24

### Program: Master of Management Studies (Batch 2023-2025)

Academic Calendar FIRST Year (Semester-I) (August 2023 to January 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 31 <sup>st</sup> August 2023
<b>Session Commences</b>	01 <sup>st</sup> September 2023
<b>Last Instruction Day</b>	10 <sup>th</sup> January 2024
<b>Classes per Week/Hours</b>	2 Classes per week of 90 Minutes in each course (subject), Total 3 Hours per week per course
<b>Number of Weeks/ Hours available</b> against required 40 Hours (13 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	15 Weeks/ 45 Hours available against required 13 weeks /40 hours, including Mid- Term Test as per University of Mumbai curriculum/ syllabus
<b>Teacher's Day (5th September)</b> (Birth Anniversary of Dr. Sarvepalli Radhakrishnan)	On 05 <sup>th</sup> September 2023
<b>Hindi Diwas (14<sup>th</sup> September)</b>	During 2 <sup>nd</sup> /3 <sup>rd</sup> week of September 2023
Mid-Term Break (Ganpati Festivity Vacation)	During 19 <sup>th</sup> September 2023 to 23 <sup>rd</sup> September 2023 (Both Days Inclusive)
<b>Vachan Prerana Diwas (15<sup>th</sup> October)</b> (Birth Anniversary of Dr. APJ Abdul Kalam)	During 3 <sup>rd</sup> week of October 2023
<b>Rastriya Ekta Din (31<sup>st</sup> October) – National Unity Day</b> (Birth Anniversary of Sardar Vallabh Bhai Patel)	During Last week of October 2023
<b>Vigilance Awareness Week</b>	During 31 <sup>st</sup> October to 6 <sup>th</sup> November 2023

For Sheila Raheja School of Business  
Management & Research



Director

Schedule of Examinations	Time-Period
Mid-Term Test	During Last Week of November 2023 (20 <sup>th</sup> ,21 <sup>st</sup> ,22 <sup>nd</sup> and 23 <sup>rd</sup> November 2023)
Study Tour (Industrial Visit) Outstation	During 2 <sup>nd</sup> /3 <sup>rd</sup> week of January 2024
Study Leave before Semester End Examinations	18 <sup>th</sup> January 2024 to 21 <sup>st</sup> January 2024 (Both days Inclusive)
Semester End Examinations	During Fourth and Fifth Week of January 2024

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Svagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (MMS), kindly refer Annexure 1, which is based on the "Scheme of Evaluation" document released by University of Mumbai

Ms. Sonali Shiralkar  
Course Coordinator  
FYMMS Program

Dr. S. K. Khamkar  
Program Head

Dr. Harish Kumar S. Purohit  
Director

Date: 21/08/2023  
Place: Mumbai

For Sheila Raheja School of Business  
Management & Research

**Encl.: Annexure 1**



Director





Bombay Suburban Art & Craft Education Society's  
**SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH**  
Raheja Education Complex, Kher Nagar, Opp. Chhatrapati Shivaji Ground, Bandra (E), Mumbai – 400 051

**Annexure – I**

**A.Y. 2023-2024**

**Programme: Masters of Management Studies**

**Scheme of Evaluation**

**Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18) Semester I**

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Perspective Management	1	Effective and Management Communication
2	Financial Accounting	2	Business Ethics
3	Business Statistics	3	Ecommerce
4	Operations Management	4	Organizational Behaviour
5	Managerial Economics	5	Introduction to Creativity and Innovation Management
		6	Foreign Language (Other than English)
		7	Negotiation and Selling Skills
		8	IT Skills for Management and Technology Platform
		9	Information Technology for Management
		10	Personal Grooming / Personal Effectiveness

**Note:** All subjects / papers for Semester I will be internally assessed by the Institute. The Criteria for the same is given below

- Attendance and Class Room Participation 10 Marks. Minimum 3 criteria to be picked up from the below given list
  - Mid-term Test (Min1)
  - Group Presentations
  - Role Plays
  - Case Studies
  - Assignments
  - Projects
  - Quizzes

Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits have to be obtained. Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures at least 6 months in advance before the commencement of the semester.



For Sheila Raheja School of Business  
Management & Research

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UNIVERSITY OF MUMBAI, MUMBAI

**Masters in Management Studies - Semester I (CBGS)**  
with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Statistics	27	2	40 IA	60 IA	100	3hr	4
4	Operations Management	27	2	40 IA	60 IA	100	3hr	4
5	Managerial Economics	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Effective and Management Communication	27	2	40 IA	60 IA	100	3hr	4
2	Business Ethics	27	2	40 IA	60 IA	100	3hr	4
3	Ecommerce	27	2	40 IA	60 IA	100	3hr	4
4	Organizational Behaviour	27	2	40 IA	60 IA	100	3hr	4
5	Introduction to Creativity and Innovation Management	27	2	40 IA	60 IA	100	3hr	4
6	Foreign Language (Other than English)	27	2	40 IA	60 IA	100	3hr	4
7	Negotiation and Selling Skills	27	2	40 IA	60 IA	100	3hr	4
8	IT Skills for Management and Technology Platform	27	2	40 IA	60 IA	100	3hr	4
9	Information Technology for Management	27	2	40 IA	60 IA	100	3hr	4
10	Personal Grooming / Personal Effectiveness	27	2	40 IA	60 IA	100	3hr	4
<b>Total No of Credits</b>								<b>32</b>

UA: University Assessment

IA: Internal Assessment



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**Question Paper Pattern Mid Term Test**  
**Program: MMS Semester:**  
**Name of the Course:**

**Duration: 1 hr.**

**Maximum Marks: 20**

**Instructions:** Attempt **any 1** question from Q.1  
and Q.2 Attempt **any 1** question  
from Q.3 and Q.4

Please follow the following instructions while framing the question paper.

- Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- Q.1 and Q. 2 should be mapped with the same CO
- Q.3 and Q. 4 should be mapped with the same CO
- For COs and Bloom's level refer to the course syllabus & Teaching/ Session Plan.

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
1		10		eg. CO1
<b>OR</b>				
2		10		eg. CO1

3		10		eg. CO2
<b>OR</b>				
4		10		eg.CO2

**Note:**

- Proofreading of the question paper format is to be done at the senior faculty level. Confidentiality and sanctity of examinations are to be maintained at all levels.
- Kindly hand over the question paper atleast **15 days** before the commencement of the Internal Assessment Examinations.
- Total marks will be scaled down to **10 Marks**.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business  
Management & Research



  
Director



Bombay Suburban Art & Craft Education Society's

**SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH**

(Approved by AICTE, DTE, Affiliated to University of Mumbai and NAAC Accredited)

**Question Paper Pattern (Semester End Examination)**

Program: MMS Semester: \_\_\_\_\_ Name of the course: \_\_\_\_\_

Duration: 3 hrs.

Maximum Marks: 60

Instructions: Q.1 Compulsory case study (20 Marks)  
 Q. 2 to Q. 7 Attempt any 4 (40 Marks)  
 Please follow the following instructions while framing the question paper.

- i. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- i. For COs and Bloom's level refer to the course syllabus.
- ii. Please cover all COs and use low to higher-order thinking questions related to Bloom's taxonomy levels.

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Question1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	7	< Bloom's Level>	<CO>
	b)	7	< Bloom's Level>	<CO>
	c)	6	< Bloom's Level>	<CO>
<b>OR</b>				
Question1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	10	< Bloom's Level>	<CO>
	b)	10	< Bloom's Level>	<CO>
Question 2		<b>10</b>		
Question 3		<b>10</b>		
Question 4		<b>10</b>		
Question 5		<b>10</b>		
Question 6		<b>10</b>		
Question 7	<b>Write a short note on: (any two)</b>	<b>10</b>	-----	-----
	i.	5	< Bloom's Level>	<CO>
	ii.	5	< Bloom's Level>	<CO>
	iii.	5	< Bloom's Level>	<CO>
	iv.	5	< Bloom's Level>	<CO>

**Note:** Please hand over **three** different sets of question papers, atleast **15 days** before the commencement of the end-semester examinations.

- Each set should include a different case study followed by other questions.
- Proofreading of the question paper format is to be done at the senior faculty level. Confidentiality and sanctity of examinations are to be maintained at all levels.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business Management & Research



*(Signature)*  
Director





Bombay Suburban Art & Craft Education Society's  
SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH  
(Affiliated to University of Mumbai, Approved by AICTE, DTE & Govt. of Maharashtra),  
NAAC Accredited Institute

## Academic Year 2023-24

**Program: Master of Management Studies** (Batch 2023-2025)

Academic Calendar **FIRST Year (Semester-II)** (February 2024 to May 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 31 <sup>st</sup> January 2024
<b>Session Commences</b>	01 <sup>st</sup> February 2024
<b>Last Instruction Day</b>	4 <sup>th</sup> May 2024
<b>Classes per week/Hours</b>	2 Classes per week of 120 Minutes in each course (subject), Total 4 Hours per week per course
<b>Number of Weeks/ Hours available</b> against required 40 Hours (13 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	15 Weeks/ 60 Hours available against required 13 weeks /40 hours, including Mid-Term Test as per University of Mumbai curriculum/syllabus
<b>Intercollegiate Festival “ SVAGAM”</b>	Last week of February 2024/ First week of March 2024
<b>Marathi Bhasha Gaurav Divas</b>	On 27 <sup>th</sup> February 2024
<b>International Women’s Day (8<sup>th</sup> March 2024)</b>	During second week of March 2024
<b>SRBS: National Research Conference</b>	16 <sup>th</sup> March 2024

For Sheila Raheja School of Business  
Management & Research



  
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Schedule of Examinations	Time-Period
Mid-Term Test	During Last Week of March 2024 (26 <sup>th</sup> , 27 <sup>th</sup> , 28 <sup>th</sup> and 29 <sup>th</sup> March 2024)
Semester End Examinations	During first and second week of May 2024

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Svagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (MMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai

Ms. Sonali Shiralkar  
Course Coordinator  
FY MMS Program  
(AY2023-24)

  
Dr. S. K. Khamkar  
Program Head

  
Dr. Harish Kumar S. Purohit  
Director

Date: 03/01/2024  
Place: Mumbai

**Encl.: Annexure 1**

For **Sheila Raheja School of Business  
Management & Research**



  
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**Annexure – I**

**A.Y. 2023-2024**

**Program: Master of Management Studies**

**FY MMS Semester II**

**As per University of Mumbai – “Scheme of Evaluation, Proposed Revision for MMS Syllabus w.e.f. AY 2016-17 (Batch 2016-18)”**

Sr.	Core Paper	Sr.	Electives (Any 3)
1	Marketing Management	1	Legal & Tax Aspects of Business
2	Financial Management	2	Cost & Management Accounting
3	Operations Research	3	Business Environment
4	Business Research Methods	4	Ethos in Indian Management
5	Human Resource Management	5	Corporate Social Responsibility
		6	Analysis of Financial Management
		7	Entrepreneurship Management
		8	Management Information Systems
		9	Developing teams & Effective leadership
		10	Intellectual Capital and Patenting

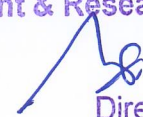
**Note:** All subjects / papers for Semester I will be internally assessed by the Institute. The Criteria for the same is given below

- Attendance and Class Room Participation 10 Marks. Minimum 3 criteria to be picked up from the below given list
  - Mid-term Test (Min1)
  - Group Presentations
  - Role Plays
  - Case Studies
  - Assignments
  - Projects
  - Quizzes

Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits have to be obtained. Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures at least 6 months in advance before the commencement of the semester.

For Sheila Raheja School of Business  
Management & Research



  
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**UNIVERSITY OF MUMBAI, MUMBAI**

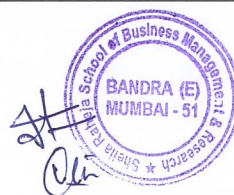
**Master of Management Studies - Semester I (CBGS) with  
effect from Academic Year 2016-17**

CORE PAPERS								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Marketing Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Management	27	2	40 IA	60 IA	100	3hr	4
3	Operations Research	27	2	40 IA	60 IA	100	3hr	4
4	Business Research Methods	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Management	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Legal & Tax Aspects of Business	27	2	40 IA	60 IA	100	3hr	4
2	Cost & Management Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Environment	27	2	40 IA	60 IA	100	3hr	4
4	Ethos in Indian Management	27	2	40 IA	60 IA	100	3hr	4
5	Corporate Social Responsibility	27	2	40 IA	60 IA	100	3hr	4
6	Analysis of Financial Management	27	2	40 IA	60 IA	100	3hr	4
7	Entrepreneurship Management	27	2	40 IA	60 IA	100	3hr	4
8	Management Information Systems	27	2	40 IA	60 IA	100	3hr	4
9	Developing teams & Effective leadership	27	2	40 IA	60 IA	100	3hr	4
10	Intellectual Capital and Patenting	27	2	40 IA	60 IA	100	3hr	4
<b>Total No of Credits</b>								<b>32</b>

UA: University Assessment

IA: Internal Assessment



For Sheila Raheja School of Business  
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**Question Paper Pattern (Mid-Term Test)****Year & Program: FY MMS, Semester: II Name of the Course: \_\_\_\_\_****Duration: 1 Hour****Maximum Marks: 20****Instructions:** Attempt **any 1** question from Q.1 & Q.2Attempt **any 1** question from Q.3 and Q.4

Please follow the following instructions while framing the question paper.

i. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.

ii. Q.1 and Q. 2 should be mapped with the same CO

iii. Q.3 and Q. 4 should be mapped with the same CO

iv. For COs and Bloom's level refer to the course syllabus &amp; Teaching/ Session Plan

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Q 1		10		eg. CO1
<b>OR</b>				
Q 2		10		eg. CO1
<b>OR</b>				
Q 3		10		eg. CO2
<b>OR</b>				
Q 4		10		eg.CO2

**Note:**

- **Proofreading of the question paper format is to be done at the senior faculty level.** Confidentiality and sanctity of examinations are to be maintained at all levels.
- **Kindly hand over the question paper at least 15 days before the commencement of the Internal Assessment Examinations.**
- Total Marks of Internal Test as above will be scaled down to **10 Marks**.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business  
Management & Research  
Director

**Question Paper Pattern (Semester End Examination)**

**Year & Program: FY MMS Semester: II Name of the Course: \_\_\_\_\_**

Duration: 3 Hrs.

Maximum Marks: 60

**Instructions:** **Q.1 Compulsory case study (20 Marks)**  
**Q. 2 to Q. 7 Attempt any 4 (10 Marks each x4 = 40 Marks)**  
 Please follow the following instructions while framing the question paper.

- i. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- ii. For COs and Bloom's level refer to the course syllabus.
- iii. Please cover all COs and use low-order to higher-order thinking questions related to Bloom's taxonomy levels.

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Question1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	7	< Bloom's Level>	<CO>
	b)	7	< Bloom's Level>	<CO>
	c)	6	< Bloom's Level>	<CO>
<b>OR</b>				
Question1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	10	< Bloom's Level>	<CO>
	b)	10	< Bloom's Level>	<CO>
Question 2		<b>10</b>		
Question 3		<b>10</b>		
Question 4		<b>10</b>		
Question 5		<b>10</b>		
Question 6		<b>10</b>		
Question 7	<b>Write a short note on: (any two)</b>	<b>10</b>	-----	-----
	i.	5	< Bloom's Level>	<CO>
	ii.	5	< Bloom's Level>	<CO>
	iii.	5	< Bloom's Level>	<CO>
	iv.	5	< Bloom's Level>	<CO>

**Note:** Please hand over **three** different sets of question papers, **at least 15 days** before the commencement of the semester-end examinations.

- Each set should include a different case study followed by other questions.
- Proofreading of the question paper format is to be done at the senior faculty level. Confidentiality and sanctity of examinations are to be maintained at all levels.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business Management & Research



  
Director





Bombay Suburban Art & Craft Education Society's  
SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH  
(Affiliated to University of Mumbai, Approved by AICTE, DTE & Govt. of Maharashtra),  
NAAC Accredited Institute

## Academic Year 2023-24

**Program: Master of Management Studies** (Batch 2022-2024)

Academic Calendar **Second Year (Semester-III)** (October 2023 to February 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 14 <sup>th</sup> October 2023
<b>Session Commences</b>	17 <sup>th</sup> October 2023
<b>Last Instruction Day</b>	1 <sup>st</sup> February 2024
<b>Classes per week/Hours</b>	2 Classes per week of 90 Minutes in each course (subject), Total 3 Hours per week per course
<b>Number of Weeks/ Hours available</b> against required 40 Hours (13 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	14 Weeks/ 42 Hours available against required 13 weeks /40 hours, including Mid- Term Test as per University of Mumbai curriculum/syllabus
<b>Intercollegiate Festival " SVAGAM"</b>	Last week of February 2024/ First week of March 2024
<b>Marathi Bhasha Gaurav Divas</b>	On 27 <sup>th</sup> February 2024

For Sheila Raheja School of Business  
Management & Research



Director

Schedule of Examinations	Time-Period
Mid-Term Test	During First week of January 2024 (From 3 <sup>rd</sup> January to 6 <sup>th</sup> January 2024)
Semester End Examinations	1 <sup>st</sup> Week of February 2024
Summer Internship Project (SIP) Viva-Voce	24 <sup>th</sup> February 2024

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (MMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Dr. Vaikhari Patil  
Course Coordinator  
SY MMS Program  
(AY2023-24)



Dr. S. K. Khamkar  
Program Head



Dr. Harish Kumar S. Purohit  
Director

Date: 9/10/2023  
Place: Mumbai

**Encl.: Annexure 1**

For Sheila Raheja School of Business  
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**Question Paper Pattern (Mid-Term Test)**

**Year & Program:** SY MMS, **Semester:** III **Name of the Course:** \_\_\_\_\_

**Duration:** 1 Hour

**Maximum Marks:** 20

- Instructions:** Attempt **any 1** question from Q.1 & Q.2  
 Attempt **any 1** question from Q.3 and Q.4  
 Please follow the following instructions while framing the question paper.
- i. Please use appropriate action verbs from Bloom’s taxonomy to frame the questions.
  - ii. Q.1 and Q. 2 should be mapped with the same CO
  - iii. Q.3 and Q. 4 should be mapped with the same CO
  - iv. For COs and Bloom's level refer to the course syllabus & Teaching/ Session Plan

Question Number	Particular	Marks Allotted	Bloom’s Level	Course Outcome mapped
Q 1		10		eg. CO1
OR				
Q 2		10		eg. CO1
OR				
Q 3		10		eg. CO2
OR				
Q 4		10		eg.CO2

**Note:**

- **Proofreading of the question paper format is to be done at the senior faculty level.** Confidentiality and sanctity of examinations are to be maintained at all levels.
- Kindly hand over the question paper at least 15 days before the commencement of the Internal Assessment Examinations.
- Total Marks of Internal Test as above will be scaled down to **10 Marks**.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business  
 Management & Research



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**Question Paper Pattern (Semester End Examination)**

**Year & Program: SY MMS, Semester: III**

**Name of the Course: \_\_\_\_\_**

**Duration: 3 Hrs.**

**Maximum Marks: 60**

**Instructions: Q.1 Compulsory case study (20 Marks)**

**Q. 2 to Q. 7 Attempt any 4 (10 Marks each x4 = 40 Marks)**

Please follow the following instructions while framing the question paper.

- i. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- ii. For COs and Bloom's level refer to the course syllabus.
- iii. Please cover all COs and use low-order to higher-order thinking questions related to Bloom's taxonomy levels.

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Question 1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	7	< Bloom's Level>	<CO>
	b)	7	< Bloom's Level>	<CO>
	c)	6	< Bloom's Level>	<CO>
<b>OR</b>				
Question 1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	10	< Bloom's Level>	<CO>
	b)	10	< Bloom's Level>	<CO>
Question 2		<b>10</b>		
Question 3		<b>10</b>		
Question 4		<b>10</b>		
Question 5		<b>10</b>		
Question 6		<b>10</b>		
Question 7	<b>Write a short note on: (any two)</b>	<b>10</b>	-----	-----
	i.	5	< Bloom's Level>	<CO>
	ii.	5	< Bloom's Level>	<CO>
	iii.	5	< Bloom's Level>	<CO>
	iv.	5	< Bloom's Level>	<CO>

**Note:** Please hand over **three** different sets of question papers, **at least 15 days** before the commencement of the semester-end examinations.

- Each set should include a different case study followed by other questions.
- Proofreading of the question paper format is to be done at the senior faculty level.  
Confidentiality and sanctity of examinations are to be maintained at all levels.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		



For Sheila Raheja School of Business  
**Management & Research**

Director



**Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)**

**Semester III**

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

**FINANCE SPECIALIZATION**

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Financial Markets and Institutions	1	Banking and Financial Services Institutions
2	Corporate Valuation and Mergers & Acquisitions	2	Investment Banking
3	Security Analysis and Portfolio Management	3	Wealth Management
4	Financial Regulations	4	Infra and Project Finance
5	Derivatives and Risk Management	5	Strategic Cost Management
	<b>Summer Internship</b>	6	Commodities Markets
		7	Mutual Fund
		8	Financial Modeling
		9	International Finance

**SYSTEMS SPECIALIZATION**

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Database Management System & Data Warehousing	1	Cloud Computing & Virtualization
2	Enterprise Management System	2	Information System Security and Audit
3	Big Data and Business Analytics	3	Data Mining and Business Intelligence
4	Knowledge Management	4	IT Consulting
5	Software Engineering	5	Digital Business
	<b>Summer Internship</b>	6	Software Project management
		7	Governance of Enterprise IT & Compliance
		8	Cyber Laws & Managing Enterprise IT Risk
		9	International Finance



  
 For Sheila Raheja School of Business  
 Management & Research

Director

**Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)**

**Semester III**

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

**HRM SPECIALIZATION**

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Training & Development	1	Personal Growth Laboratory
2	Compensation and Benefits	2	Global HRM
3	Competency Based HRM and Performance Management	3	Employee Branding and Employer Value Proposition
4	Labour Laws and Implications on Industrial Relations	4	HR Analytics
5	HR Planning and Application of Technology in HR	5	O.S.T.D.
	<b>Summer Internship</b>	6	HR Audit
		7	Employee Relations , Labour Laws and Alternate Dispute Resolution

**OPERATIONS SPECIALIZATION**

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Supply Chain Management	1	World Class Manufacturing
2	Operations Analytics	2	Business Process Engineering And Benchmarking
3	Service Operations Management	3	Technology Management & Manufacturing Strategy
4	Manufacturing Resource Planning & Control	4	Strategic Operations Management
5	Materials Management	5	Industrial Engineering Applications & Management
	<b>Summer Internship</b>	6	TQM
		7	International Logistics
		8	Quantitative Models in Operations
		9	Productivity Management



  
 For Sheila Raheja School of Business  
 Management & Research

Director



Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

MARKETING SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Sales Management	1	Retail Management
2	Marketing Strategy	2	Rural Marketing
3	Consumer Behaviour	3	Marketing Analytics
4	Services Marketing	4	Digital Marketing
5	Product & Brand Management	5	Customer Relationship Management
	<b>Summer Internship</b>	6	Marketing Research & Analysis
		7	Event Management
		8	Health Care Marketing
		9	Distribution & SCM
		10	Tourism Marketing
		11	Marketing of Banking & Financial Services

For Sheila Raheja School of Business  
Management & Research



Director



Bombay Suburban Art & Craft Education Society's  
SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH  
(Affiliated to University of Mumbai, Approved by AICTE, DTE & Govt. of Maharashtra),  
NAAC Accredited Institute

## Academic Year 2023-24

**Program: Master of Management Studies** (Batch 2022-2024)

Academic Calendar **FIRST Year (Semester-IV)** (February 2024 to May 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 20 <sup>th</sup> February 2024
<b>Session Commences</b>	21 <sup>st</sup> February 2024
<b>Last Instruction Day</b>	22 <sup>nd</sup> May 2024
<b>Classes per week/Hours</b>	2 Classes per week of 90 Minutes in each course (subject), Total 3 Hours per week per course
<b>Number of Weeks/ Hours available</b> against required 40 Hours (13 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	13 Weeks/ 40 Hours available against required 13 weeks /40 hours, including Mid-Term Test as per University of Mumbai curriculum/syllabus
<b>Intercollegiate Festival " SVAGAM"</b>	Last week of February 2024/ First week of March 2024
<b>Marathi Bhasha Gaurav Divas</b>	On 27 <sup>th</sup> February 2024
<b>International Women's Day (8<sup>th</sup> March 2024)</b>	During second week of March 2024
<b>SRBS: National Research Conference</b>	16 <sup>th</sup> March 2024

For Sheila Raheja School of Business  
Management & Research



Director



Schedule of Examinations	Time-Period
Mid-Term Test	During Second week of April 2024 (12 <sup>th</sup> April and 13 <sup>th</sup> April 2024)
Final Project Viva - Voce	4 <sup>th</sup> May & 11 <sup>th</sup> May 2024
Semester End Examinations	18 <sup>th</sup> May 2024

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Svagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (MMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Dr. Vaikhari Patil  
Course Coordinator  
SY MMS Program  
(AY2023-24)



Dr. S. K. Khamkar  
Program Head



Dr. Harish Kumar S. Purohit  
Director

Date: 03/01/2024  
Place: Mumbai

For Sheila Raheja School of Business  
Management & Research

**Encl.: Annexure 1**



Director

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester IV

Sr. No.	Common subjects
1	Project Management (UA)

FINANCE SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Commercial Banking
	2	Business Analytics
	3	Venture Capital and Private Equity

SYSTEMS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Strategic Information Technology Management
	2	System Applications and Case Study
	3	Managing Technology Business and IT Resource Management

HRM SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	OD and Change Management
	2	Strategic HRM
	3	Management of Corporate Social Responsibility in organizations

OPERATIONS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Operations Applications and Cases
	2	Strategic Sourcing in Supply Management
	3	Operations Outsourcing & Offshoring

For Sheila Raheja School of Business  
Management & Research



Director



**Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)**

**Semester IV**

<b>Sr. No.</b>	<b>Common subjects</b>
1	Project Management (UA)

**MARKETING SPECIALIZATION**

	<b>Sr. No.</b>	<b>Electives (Any 1)</b>
<b>Final Project (300 Marks)</b>	1	Integrated Marketing Communications
	2	Business to Business Marketing
	3	International Marketing
	4	Trends in Marketing



**For Sheila Raheja School of Business  
Management & Research**



**Director**

**UNIVERSITY OF MUMBAI, MUMBAI**  
**Masters in Management Studies - SEMESTER IV (CBGS)**  
**With effect from Academic year 2016-17**

**FINANCE**

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	-	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Commercial Banking	27	2	40 IA	60 IA	100	3	4
2	Business Analytics	27	2	40 IA	60 IA	100	3	4
3	Venture Capital and Private Equity	27	2	40 IA	60 IA	100	3	4
<b>Total No of Credits</b>								<b>20</b>

**UA: University Assessment**

**IA: Internal Assessment**

**For Sheila Raheja School of Business  
Management & Research**



Director



**UNIVERSITY OF MUMBAI, MUMBAI**  
**Masters in Management Studies - SEMESTER IV (CBGS)**  
**With effect from Academic year 2016-17**

**SYSTEMS**

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	-	-	-
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Strategic Information Technology Management	27	2	40 IA	60 IA	100	3	4
2	System Applications and Case Study	27	2	40 IA	60 IA	100	3	4
3	Managing Technology Business and IT Resource Management	27	2	40 IA	60 IA	100	3	4
<b>Total No of Credits</b>								<b>20</b>



For Sheila Raheja School of Business  
Management & Research

Director

**UNIVERSITY OF MUMBAI, MUMBAI**  
**Masters in Management Studies - SEMESTER IV (CBGS)**  
**With effect from Academic year 2016-17**

**HRM**

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	OD and Change Management	27	2	40 IA	60 IA	100	3	4
2	Strategic HRM	27	2	40 IA	60 IA	100	3	4
3	Management of Corporate Social Responsibility in organizations	27	2	40 IA	60 IA	100	3	4
<b>Total No of Credits</b>								<b>20</b>



For Sheila Raheja School of Business  
**Management & Research**

Director



**UNIVERSITY OF MUMBAI, MUMBAI**  
**Masters in Management Studies - SEMESTER IV (CBGS)**  
**With effect from Academic year 2016-17**

**OPERATIONS**

<b>CORE</b>								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	-
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

<b>1 ELECTIVES OUT OF 3</b>								
1	Operations Applications and Cases	27	2	40 IA	60 IA	100	3	4
2	Strategic Sourcing in Supply Management	27	2	40 IA	60 IA	100	3	4
3	Operations Outsourcing & Offshoring	27	2	40 IA	60 IA	100	3	4
<b>Total No of Credits</b>								<b>20</b>

For Sheila Raheja School of Business  
**Management & Research**



*(Handwritten Signature)*

Director

**UNIVERSITY OF MUMBAI, MUMBAI**  
**Masters in Management Studies - SEMESTER IV (CBGS)**  
**With effect from Academic year 2016-17**

**MRKETING**

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Integrated Marketing Communications	27	2	40 IA	60 IA	100	3	4
2	Business to Business Marketing	27	2	40 IA	60 IA	100	3	4
3	International Marketing	27	2	40 IA	60 IA	100	3	4
4	Trends in Marketing	27	2	40 IA	60 IA	100	3	4
<b>Total No of Credits</b>								<b>20</b>

For Sheila Raheja School of Business  
**Management & Research**



*[Signature]*  
**Director**



### Question Paper Pattern (Mid-Term Test)

**Year & Program:** FY MMS, **Semester:** I **Name of the Course:** \_\_\_\_\_

**Duration:** 1 Hour

**Maximum Marks:** 20

- Instructions:** Attempt **any 1** question from Q.1 & Q.2  
 Attempt **any 1** question from Q.3 and Q.4  
 Please follow the following instructions while framing the question paper.
- i. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
  - ii. Q.1 and Q. 2 should be mapped with the same CO
  - iii. Q.3 and Q. 4 should be mapped with the same CO
  - iv. For COs and Bloom's level refer to the course syllabus & Teaching/ Session Plan

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Q 1		10		eg. CO1
<b>OR</b>				
Q 2		10		eg. CO1
<b>OR</b>				
Q 3		10		eg. CO2
<b>OR</b>				
Q 4		10		eg.CO2

**Note:**

- **Proofreading of the question paper format is to be done at the senior faculty level.** Confidentiality and sanctity of examinations are to be maintained at all levels.
- Kindly hand over the question paper at least 15 days before the commencement of the Internal Assessment Examinations.
- Total Marks of Internal Test as above will be scaled down to **10 Marks**.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business Management & Research



*[Signature]*  
Director





### Question Paper Pattern (Semester End Examination)

**Year & Program: FY MMS Semester: I Name of the Course: \_\_\_\_\_**

Duration: 3 Hrs.

Maximum Marks: 60

**Instructions:**    **Q.1 Compulsory case study (20 Marks)**  
**Q. 2 to Q. 7 Attempt any 4 (10 Marks each x4 = 40 Marks)**  
 Please follow the following instructions while framing the question paper.

- i. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- ii. For COs and Bloom's level refer to the course syllabus.
- iii. Please cover all COs and use low-order to higher-order thinking questions related to Bloom's taxonomy levels.

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Question 1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	7	< Bloom's Level>	<CO>
	b)	7	< Bloom's Level>	<CO>
	c)	6	< Bloom's Level>	<CO>
<b>OR</b>				
Question 1	<b>(Compulsory) Case Study</b>	<b>20</b>	-----	-----
	a)	10	< Bloom's Level>	<CO>
	b)	10	< Bloom's Level>	<CO>
Question 2		<b>10</b>		
Question 3		<b>10</b>		
Question 4		<b>10</b>		
Question 5		<b>10</b>		
Question 6		<b>10</b>		
Question 7	<b>Write a short note on: (any two)</b>	<b>10</b>	-----	-----
	i.	5	< Bloom's Level>	<CO>
	ii.	5	< Bloom's Level>	<CO>
	iii.	5	< Bloom's Level>	<CO>
	iv.	5	< Bloom's Level>	<CO>

**Note:** Please hand over **three** different sets of question papers, **at least 15 days** before the commencement of the semester-end examinations.

- Each set should include a different case study followed by other questions.
- Proofreading of the question paper format is to be done at the senior faculty level.  
Confidentiality and sanctity of examinations are to be maintained at all levels.

	Submitted by	Proofread by
<b>Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		

For Sheila Raheja School of Business  
 Management & Research



Director

## Academic Year 2023-24

### Program: Bachelor of Management Studies (Batch 2023-2026)

Academic Calendar **First Year (Semester-I)** (July 2023 to December 2023)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 12 <sup>th</sup> July 2023
<b>Session Commences</b>	20 <sup>th</sup> July 2023
<b>Last Instruction Day</b>	09 <sup>th</sup> December 2023
<b>Classes per week/Hours</b>	4 Classes per week of 50 Minutes in each course (subject), Total 3 Hours 20 Minutes per week per course
<b>Number of Weeks/ Hours available</b> against required 50 Hours (17 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	19 Weeks/ 63 Hours available against required 17 weeks /50 hours, including Mid-Term Test as per University of Mumbai syllabus
<b>International Environment Day (5<sup>th</sup> June)</b>	After Sessions begins – during the Semester
<b>International Yoga Day (21<sup>st</sup> June)</b>	On 21 <sup>st</sup> June 2023
<b>Independence Day (15<sup>th</sup> August)</b>	Flag Hoisting on 15 <sup>th</sup> August 2023
<b>Sadbhavana Diwas (20<sup>th</sup> August) – Harmony Day</b> (Birth Anniversary of Rajiv Gandhi)	During 4 <sup>th</sup> week of August 2023
<b>Teacher's Day (5<sup>th</sup> September)</b> (Birth Anniversary of Dr. Sarvepalli Radhakrishnan)	On 05 <sup>th</sup> September 2023
<b>Hindi Diwas (14<sup>th</sup> September)</b>	On 14 <sup>th</sup> September 2023
<b>Mid-Term Break</b> (Ganpati Festivity Vacation)	During 19 <sup>th</sup> September 2023 to 23 <sup>rd</sup> September 2023 (Both Days Inclusive)
<b>Vachan Prerana Diwas (15<sup>th</sup> October)</b> (Birth Anniversary of Dr. APJ Abdul Kalam)	During 3 <sup>rd</sup> week of October 2023
<b>Rastriya Ekta Din (31<sup>st</sup> October) – National Unity Day</b> (Birth Anniversary of Sardar Vallabh bhai Patel)	During Last week of October 2023
<b>Vigilance Awareness Week</b>	During 31 <sup>st</sup> October to 6 <sup>th</sup> November 2023




Mid-Term Break (Diwali Vacation)	During 13 <sup>th</sup> November 2023 to 27 <sup>th</sup> November 2023 (Both Days Inclusive)
-------------------------------------	--

Schedule of Examinations	Time-Period
Mid-Term Test	During Second Week of October 2023 (9 <sup>th</sup> , 10 <sup>th</sup> & 11 <sup>th</sup> October 2023)
Study Leave before Semester End Examinations	10 <sup>th</sup> December, 11 <sup>th</sup> December, 12 <sup>th</sup> December & 13 <sup>th</sup> December 2023 (Both days Inclusive)
Semester End Examinations	During Third Week of December 2023.

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Cocurricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (BMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai

  
Mr. Pradeep Singh  
Faculty Coordinator  
BMS Programme

Date: 10/07/2023  
Place: Mumbai



  
Dr. Harish Kumar S. Purohit  
Director

**Encl.: Annexure 1**



### ❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

## Question Paper Pattern (Practical Courses / Numerical Problem Based Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question	15 Marks
Q-2	<b>OR</b> Full Length Question	15 Marks
Q-3	Full Length Question	15 Marks
Q-3	<b>OR</b> Full Length Question	15 Marks
Q-4	Full Length Question	15 Marks
Q-4	<b>OR</b> Full Length Question	15 Marks
Q-5	A) Theory questions	08 Marks
Q-5	B) Theory questions	07 Marks
	<b>OR</b> Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**

For Sheila Raheja School of Business  
Management & Research

  
Director





## Academic Year 2023-24

(Student Copy)

### Program: Bachelor of Management Studies (Batch 2023-2026)

Academic Calendar First Year (Semester-II)(January 2024 to May 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 23 <sup>rd</sup> December 2023
<b>Session Commences</b>	2 <sup>nd</sup> January 2024
<b>Last Instruction Day</b>	27 <sup>th</sup> April 2024
<b>Classes per week/Hours</b>	4 Classes per week of 50 Minutes in each course (subject), Total 3 Hours 20 Minutes per week per course
<b>Number of Weeks/ Hours available</b> against required 50 Hours (15 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	16 Weeks/ 53 Hours available against required 15 weeks /50 hours, including Mid- Term Test as per University of Mumbai syllabus.
<b>National Youth Day</b> (Birth Anniversary of Swami Vivekanand)	On 12 <sup>th</sup> January 2024
<b>Intercollegiate Festival " SVAGAM"</b>	Last week of February / First week of March 2024
<b>Marathi Bhasha Gaurav Divas</b>	On 27 <sup>th</sup> February 2024
<b>International Women's Day</b> (8 <sup>th</sup> March 2024)	During second week of March 2024
<b>SRBS: National Research Conference</b>	16 <sup>th</sup> March 2024

For Sheila Raheja School of Business  
Management & Research

Director





Schedule of Examinations	Time-Period
Mid-Term Test	During first week of March 2024 (4 <sup>th</sup> , 5 <sup>th</sup> & 6 <sup>th</sup> March 2024)
Study Leave before Semester End Examinations	28th April to 1 <sup>st</sup> May, 2024 (Both days Inclusive)
Semester End Examinations	During First & Second Week of May 2024 (2 <sup>nd</sup> May 2024 to 13 <sup>th</sup> May 2024)

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (BMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Mr. Pradeep Singh  
**Faculty Coordinator**  
**BMS Programme**



Dr. Samadhan Khamkar  
**Programme In-charge**



Dr. Harish Kumar S. Purohit  
**Director**

Date: 01/12/2023  
Place: Mumbai

✓ **Encl.: Annexure 1**

For Sheila Raheja School of Business  
Management & Research

  
Director






**A.Y. 2023-2024**

**Programme: Bachelor of Management Studies**

**Scheme of Evaluation**  
**(As per University of Mumbai)**

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

**A) Internal Assessment: 25 % / 25 Marks**

**Question Paper Pattern**

**(Internal Assessment - Courses without Practical Courses)**

<b>Sr. No.</b>	<b>Particular</b>	<b>Marks</b>
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 % / 75 Marks**

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**

### ❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

## Question Paper Pattern (Practical Courses / Numerical Problem Based Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Question <b>OR</b> Full Length Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Question <b>OR</b> Full Length Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Question <b>OR</b> Full Length Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions  <b>OR</b> Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks  15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**

For Sheila Raheja School of Business  
Management & Research

  
Director





**Question Paper Pattern  
(Theoretical Courses)**

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

<b>Question No</b>	<b>Particular</b>	<b>Marks</b>
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07  (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Practical Question <b>OR</b> Full Length Practical Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Practical Question <b>OR</b> Full Length Practical Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Practical Question <b>OR</b> Full Length Practical Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions  <b>OR</b> Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.**

**For Sheila Raheja School of Business  
Management & Research**

  
**Director**







## Academic Year 2023-24

**Program: Bachelor of Management Studies** (Batch 2022-2025)

Academic Calendar **Second Year (Semester-III)** (June 2023 to November 2023)

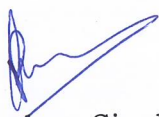
Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 12 <sup>th</sup> June 2023
<b>Session Commences</b>	13 <sup>th</sup> June 2023
<b>Last Instruction Day</b>	23 <sup>rd</sup> October 2023
<b>Classes per week/Hours</b>	4 Classes per week of 50 Minutes in each course (subject), Total 3 Hours 20 Minutes per week per course
<b>Number of Weeks/ Hours available</b> against required 50 Hours (17 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	20 Weeks/ 66 Hours available against required 17 weeks /50 hours, including Mid- Term Test as per University of Mumbai syllabus
<b>International Environment Day</b> (5 <sup>th</sup> June)	After Sessions begins – during the Semester
<b>International Yoga Day (21<sup>st</sup> June)</b>	On 21 <sup>st</sup> June 2023
<b>Independence Day (15<sup>th</sup> August)</b>	Flag Hoisting on 15 <sup>th</sup> August 2023
<b>Sadbhavana Diwas (20<sup>th</sup> August) – Harmony Day</b> (Birth Anniversary of Rajiv Gandhi)	During 4 <sup>th</sup> week of August 2023
<b>Teacher's Day (5<sup>th</sup> September)</b> (Birth Anniversary of Dr. Sarvepalli Radhakrishnan)	On 05 <sup>th</sup> September 2023
<b>Hindi Diwas (14<sup>th</sup> September)</b>	On 14 <sup>th</sup> September 2023
Mid-Term Break (Ganpati Festivity Vacation)	During 19 <sup>th</sup> September 2023 to 23 <sup>rd</sup> September 2023 (Both Days Inclusive)
<b>Vachan Prerana Diwas (15<sup>th</sup> October)</b> (Birth Anniversary of Dr. APJ Abdul Kalam)	During 3 <sup>rd</sup> week of October 2023
<b>Rastriya Ekta Din (31<sup>st</sup> October) – National Unity Day</b> (Birth Anniversary of Sardar Vallabh bhai Patel)	During Last week of October 2023
<b>Vigilance Awareness Week</b>	During 31 <sup>st</sup> October to 6 <sup>th</sup> November 2023



Schedule of Examinations	Time-Period
Mid-Term Test	During Last Week of August 2023 (24 <sup>th</sup> , 25 <sup>th</sup> & 26 <sup>th</sup> August 2023)
Study Leave before Semester End Examinations	24 <sup>th</sup> October, 25 <sup>th</sup> October, 26 <sup>th</sup> October & 27 <sup>th</sup> October 2023 (Both days Inclusive)
Semester End Examinations	During Last Week of October 2023 & First Week of November 2023

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Cocurricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (BMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Mr. Pradeep Singh  
Faculty Coordinator  
BMS Programme




Dr. Harish Kumar S. Purohit  
Director

Date: 30/05/2023  
Place: Mumbai

**Encl.: Annexure 1**





**A.Y. 2023-2024**

**Programme: Bachelor of Management Studies**

**Scheme of Evaluation**  
**(As per University of Mumbai)**

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

**A) Internal Assessment: 25 % / 25 Marks**

**Question Paper Pattern**

**(Internal Assessment - Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 % / 75 Marks**

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**





### ❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

### Question Paper Pattern (Practical Courses / Numerical Problem Based Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question	15 Marks
Q-2	<b>OR</b> Full Length Question	15 Marks
Q-3	Full Length Question	15 Marks
Q-3	<b>OR</b> Full Length Question	15 Marks
Q-4	Full Length Question	15 Marks
Q-4	<b>OR</b> Full Length Question	15 Marks
Q-5	A) Theory questions	08 Marks
Q-5	B) Theory questions	07 Marks
	<b>OR</b> Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**



## Question Paper Pattern (Theoretical Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07  (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-2	<b>OR</b> Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-3	<b>OR</b> Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-4	<b>OR</b> Full Length Practical Question	15 Marks
Q-5	A) Theory questions	08 Marks
Q-5	B) Theory questions	07 Marks
	<b>OR</b> Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.**



For Sheila Raheja School of Business  
Management & Research

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Director





## Academic Year 2023-24

(Student Copy)

### Program: Bachelor of Management Studies(Batch 2021-2024)

Academic Calendar Third Year (Semester-VI)(December 2023 to April 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 12 <sup>th</sup> December 2024.
<b>Session Commences</b>	18 <sup>th</sup> December 2024.
<b>Last Instruction Day</b>	20 <sup>th</sup> April 2024.
<b>Classes per week/Hours</b>	4 Classes per week of 50 Minutes in each course (subject), Total 3 Hours 20 Minutes per week per course.
<b>Number of Weeks/ Hours available</b> against required 50 Hours (15 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	16 Weeks/ 53 Hours available against required 15 weeks /50 hours, including Mid- Term Test as per University of Mumbai syllabus.
<b>Winter-Break</b>	During 25 <sup>th</sup> December 2023 to 31 <sup>st</sup> December2023 (Both Days Inclusive)
<b>National Youth Day</b> (Birth Anniversary of Swami Vivekanand)	On 12 <sup>th</sup> January 2024
<b>Intercollegiate Festival “ SVAGAM”</b>	Last week of February / First week of March 2024
<b>Marathi Bhasha Gaurav Divas</b>	On 27 <sup>th</sup> February 2024
<b>International Women’s Day</b> (8 <sup>th</sup> March 2024)	During second week of March 2024
<b>SRBS: National Research Conference</b>	16 <sup>th</sup> March 2024

For Sheila Raheja School of Business  
Management & Research

  
Director



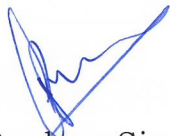


Schedule of Examinations	Time-Period
Mid-Term Test	During last week of February / First week of March 2024 (29 <sup>th</sup> February, 1 <sup>st</sup> & 2 <sup>nd</sup> March2024)
Submission of Project Work	15 <sup>th</sup> March 2024
Study Leave before Semester End Examinations	*
Semester End Examinations	*

\* Subject to University Examinations Time Table of Semester VI

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (BMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Mr. Pradeep Singh  
**Faculty Coordinator  
BMS Programme**



Dr. Samadhan Khamkar  
**Programme In-charge**



Dr. Harish Kumar S. Purohit  
**Director**

Date: 01/12/2023  
Place: Mumbai

For Sheila Raheja School of Business  
Management & Research



Director



**A.Y. 2023-2024****Programme: Bachelor of Management Studies****Scheme of Evaluation**  
**(As per University of Mumbai)**

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

**A) Internal Assessment: 25 % / 25 Marks****Question Paper Pattern**  
**(Internal Assessment - Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 % / 75 Marks**

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**



### ❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

### Question Paper Pattern (Practical Courses / Numerical Problem Based Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question	15 Marks
Q-2	<b>OR</b> Full Length Question	15 Marks
Q-3	Full Length Question	15 Marks
Q-3	<b>OR</b> Full Length Question	15 Marks
Q-4	Full Length Question	15 Marks
Q-4	<b>OR</b> Full Length Question	15 Marks
Q-5	A) Theory questions	08 Marks
Q-5	B) Theory questions	07 Marks
	<b>OR</b> Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**

For Sheila Raheja School of Business  
Management & Research

  
Director





## Question Paper Pattern (Theoretical Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07  (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-2	<b>OR</b> Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-3	<b>OR</b> Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-4	<b>OR</b> Full Length Practical Question	15 Marks
Q-5	A) Theory questions	08 Marks
Q-5	B) Theory questions  <b>OR</b> Short Notes To be asked 05 To be answered 03	07 Marks 15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.**

For Sheila Raheja School of Business  
Management & Research

  
Director





## Academic Year 2023-24

**Program: Bachelor of Management Studies** (Batch 2022-2025)

Academic Calendar **Third Year (Semester-V)** (June 2023 to November 2023)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 12 <sup>th</sup> June 2023
<b>Session Commences</b>	13 <sup>th</sup> June 2023
<b>Last Instruction Day*</b>	10 <sup>th</sup> October 2023
<b>Classes per week/Hours</b>	4 Classes per week of 50 Minutes in each course (subject), Total 3 Hours 20 Minutes per week per course
<b>Number of Weeks/ Hours available</b> against required 50 Hours (17 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	20 Weeks/ 66 Hours available against required 17 weeks /50 hours, including Mid- Term Test as per University of Mumbai syllabus
<b>International Environment Day</b> (5 <sup>th</sup> June)	After Sessions begins – during the Semester
<b>International Yoga Day (21<sup>st</sup> June)</b>	On 21 <sup>st</sup> June 2023
<b>Independence Day (15<sup>th</sup> August)</b>	Flag Hoisting on 15 <sup>th</sup> August 2023
<b>Sadbhavana Diwas (20<sup>th</sup> August) – Harmony Day</b> (Birth Anniversary of Rajiv Gandhi)	During 4 <sup>th</sup> week of August 2023
<b>Teacher's Day (5<sup>th</sup> September)</b> (Birth Anniversary of Dr. Sarvepalli Radhakrishnan)	On 05 <sup>th</sup> September 2023
<b>Hindi Diwas (14<sup>th</sup> September)</b>	On 14 <sup>th</sup> September 2023
<b>Mid-Term Break</b> (Ganpati Festivity Vacation)	During 19 <sup>th</sup> September 2023 to 23 <sup>rd</sup> September 2023 (Both Days Inclusive)
<b>Vachan Prerana Diwas (15<sup>th</sup> October)</b> (Birth Anniversary of Dr. APJ Abdul Kalam)	During 3 <sup>rd</sup> week of October 2023
<b>Rastriya Ekta Din (31<sup>st</sup> October) – National Unity Day</b> (Birth Anniversary of Sardar Vallabh bhai Patel)	During Last week of October 2023
<b>Vigilance Awareness Week</b>	During 31 <sup>st</sup> October to 6 <sup>th</sup> November 2023



For Sheila Raheja School of Business  
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Schedule of Examinations	Time-Period
Mid-Term Test	During Last Week of August 2023 (24 <sup>th</sup> , 25 <sup>th</sup> & 26 <sup>th</sup> August 2023)
Study Leave before Semester End Examinations	*
Semester End Examinations*	* <b>Tentative:</b> Mid-October 2023 onwards

\* Subject to University Examinations Time Table of Semester V

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Cocurricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (BMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Mr. Pradeep Singh  
Faculty Coordinator  
BMS Programme




Dr. Harish Kumar S. Purohit  
Director

Date: 31/05/2023

Place: Mumbai

**Encl.: Annexure 1**



**A.Y. 2023-2024**

**Programme: Bachelor of Management Studies**

**Scheme of Evaluation**  
**(As per University of Mumbai)**

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

**A) Internal Assessment: 25 % / 25 Marks**

**Question Paper Pattern**  
**(Internal Assessment - Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 % / 75 Marks**

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**





### ❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

### Question Paper Pattern (Practical Courses / Numerical Problem Based Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Question <b>OR</b> Full Length Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Question <b>OR</b> Full Length Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Question <b>OR</b> Full Length Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions  <b>OR</b> Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks  15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**



For Sheila Raheja School of Business  
Management & Research

  
Director

**Question Paper Pattern  
(Theoretical Courses)**

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07  (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-2	<b>OR</b> Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-3	<b>OR</b> Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-4	<b>OR</b> Full Length Practical Question	15 Marks
Q-5	A) Theory questions B) Theory questions  <b>OR</b> Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.**



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Director





## Academic Year 2023-24

(Student Copy)

### Program: Bachelor of Management Studies (Batch 2022-2025)

Academic Calendar Second Year (Semester-IV)(November 2023 to April 2024)

Description of Activities	Time-Period
<b>Submission of Teaching Plans</b>	Latest by 22 <sup>nd</sup> November 2023
<b>Session Commences</b>	28 <sup>th</sup> November 2023
<b>Last Instruction Day</b>	6 <sup>th</sup> April 2024
<b>Classes per week/Hours</b>	4 Classes per week of 50 Minutes in each course (subject), Total 3 Hours 20 Minutes per week per course
<b>Number of Weeks/ Hours available</b> against required 50 Hours (15 Weeks) per course (subject) every semester as per University of Mumbai syllabus.	19 Weeks/ 63 Hours available against required 15 weeks /50 hours, including Mid- Term Test as per University of Mumbai syllabus.
<b>Winter-Break</b>	During 25 <sup>th</sup> December 2023 to 31 <sup>st</sup> December 2023 (Both Days Inclusive)
<b>National Youth Day</b> (Birth Anniversary of Swami Vivekanand)	On 12 <sup>th</sup> January 2024
<b>Intercollegiate Festival " SVAGAM"</b>	Last week of February / First week of March 2024
<b>Marathi Bhasha Gaurav Divas</b>	On 27 <sup>th</sup> February 2024
<b>International Women's Day</b> (8 <sup>th</sup> March 2024)	During second week of March 2024
<b>SRBS: National Research Conference</b>	16 <sup>th</sup> March 2024

For Sheila Raheja School of Business  
Management & Research

  
Director



Schedule of Examinations	Time-Period
Mid-Term Test	During third week of February 2024 (12 <sup>th</sup> , 13 <sup>th</sup> & 14 <sup>th</sup> February 2024)
Study Leave before Semester End Examinations	7 <sup>th</sup> April to 14 <sup>th</sup> April, 2024 (Both days Inclusive)
Semester End Examinations	15 <sup>TH</sup> April 2024 to 26 <sup>th</sup> April 2024

**Note:**

- 1) The above schedule of the Academic Calendar is tentative. It may be revised based on University of Mumbai's guidelines, **or** it is subject to change under unavoidable circumstances. If revised, then it shall be communicated in due course of time.
- 2) Please refer Event Calendar for Guest Lectures, Master Class Expert Session Series, Annual Inter-Collegiate Fest "Swagam", National or International Industry-Visits or Study-Tours, and other Co-curricular activities. Any latest updates about the event/activity will be updated from time to time.
- 3) For Question Paper Pattern (BMS), kindly refer **Annexure 1**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Mr. Pradeep Singh  
**Faculty Coordinator**  
**BMS Programmes**



Dr. Samadhan Khamkar  
**Programme In-charge**



Dr. Harish Kumar S. Purohit  
**Director**

Date: 08/11/2023  
Place: Mumbai

**Encl.: Annexure 1**

**For Sheila Raheja School of Business  
Management & Research**



**Director**





**A.Y. 2023-2024****Programme: Bachelor of Management Studies****Scheme of Evaluation**  
**(As per University of Mumbai)**

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

**A) Internal Assessment: 25 % / 25 Marks****Question Paper Pattern**  
**(Internal Assessment - Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 % / 75 Marks**

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**

### ❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

### Question Paper Pattern (Practical Courses / Numerical Problem Based Courses)

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question	15 Marks
Q-2	<b>OR</b> Full Length Question	15 Marks
Q-3	Full Length Question	15 Marks
Q-3	<b>OR</b> Full Length Question	15 Marks
Q-4	Full Length Question	15 Marks
Q-4	<b>OR</b> Full Length Question	15 Marks
Q-5	A) Theory questions	08 Marks
Q-5	B) Theory questions	07 Marks
	<b>OR</b> Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**

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**Question Paper Pattern  
(Theoretical Courses)**

**Maximum Marks: 75**

**Questions to be set: 05**

**Duration: 2 1/2 Hrs.**

**All Questions are Compulsory Carrying 15 Marks each.**

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07  (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Practical Question <b>OR</b> Full Length Practical Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Practical Question <b>OR</b> Full Length Practical Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Practical Question <b>OR</b> Full Length Practical Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions  <b>OR</b> Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.**

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