

Academic Year 2025-26

Program: Master of Management Studies (Batch 2024-2026)

Academic Calendar **Second Year (Semester-III)** (July 2025 to December 2025)

Description of Activities	Time-Period
Submission of Teaching Plans	18 th July 2025
Session Commences	21 st July 2025
Last Instruction Day	15 th November 2025
Classes per week/Hours	For subjects having 4 credits 2 classes per week of 120 Minutes in each course (subject), Total 6 Hours per week per course. For subjects having 2 credits 1.5 classes per week of 120 Minutes in each course (subject), Total 3 Hours per week per course
Number of Weeks/ Hours available	For 4 credit courses - 15 Weeks/ 60 Hours available to complete the required 60 hours of teaching, this is excluding 5 days Mid-term break for Ganpati festivity holidays & one week of Diwali vacation. For 2 credit courses - 15 Weeks/ 45 Hours available against required 10 weeks /30 hours, this is excluding 5 days Mid-term break for Ganpati Holidays & one week of Diwali Vacation.
Independence Day (15th August)	Flag Hoisting on 15 th August 2025
Sadbhavana Diwas (20th August) – Harmony Day (Birth Anniversary of Rajiv Gandhi)	Between 18 th to 23 rd August 2025
Teacher's Day (5th September) (Birth Anniversary of Dr. Sarvepalli Radhakrishnan)	On 08 th September 2025
Hindi Diwas (14th September)	Third Week of September 2025
Mid-Term Break (Ganpati Festivity Vacation)	During 27 th August 2025 to 31 st August 2025 (Both Days Inclusive)
Vachan Prerana Diwas (15th October) (Birth Anniversary of Dr. APJ Abdul Kalam)	15 th October 2025
National Unity Day & Vigilance Awareness Week	31 st October 2025



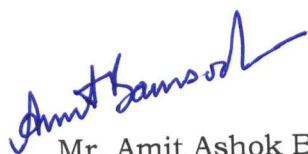
SRBS

Bombay Suburban Art & Craft Education Society's
SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH
 Raheja Education Complex, Kher Nagar, Opp. Chhatrapati Shivaji Maharaj Ground, Bandra (E), Mumbai – 400 051
 (Approved by AICTE, DTE, Affiliated to University of Mumbai, ISO 9001:2015 Certified and NAAC Accredited)

Schedule of Examinations	Time-Period
Internal Assessment	As per University of Mumbai guidelines Internal Assessment would be conducted by subject teacher within the lectures allocated to them.
Study Leave for Semester End Examinations	1 st December 2025 till 16 th December 2025
Semester End Examinations	3 rd Week / 4 th Week of November 2025
Summer Internship Project (SIP) Final Report Submission	Latest by 23 rd August 2025
Summer Internship Project (SIP) Viva-Voce Examination	During the month of September 2025
Semester End University Examination	3 rd Week of December 2025

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, 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 I**, which is based on the "Scheme of Evaluation" document released by University of Mumbai



Mr. Amit Ashok Bansod
Academic Coordinator
MMS



Dr. Vaikhari Patil
Program Incharge
MMS



Dr. Harish Kumar S. Purohit
Director

Date: 10/07/2025

Place: Mumbai

Encl.: Annexure I





Annexure - I

A.Y. 2025-2026

Program: Master of Management Studies SY MMS Semester III

As per NEP 2020 Guidelines -University of Mumbai – “GR dated 16th May 2023 for Credit Structure of PG for MMS Syllabus w.e.f. AY 2025-26 (Batch 2024-26)”

Semester III

Sr. No.	Mandatory Core Course
1	Corporate Strategy (UA)
2	Project Management (IA)

FINANCE SPECIALIZATION

Sr. No.	Mandatory	Sr. No.	Electives (Any 4)
1	Financial Markets and Institutions (UA)	1	Corporate Valuation
2	Summer Internship	2	Financial Modelling
		3	Derivatives and Risk Management
		4	Security Analysis & Portfolio Management
		5	Global Financial Management and Markets
		6	Commercial Banking
		7	Mutual Funds and Insurance
		8	Emerging Technologies in Finance and Block-chain
		9	Corporate Restructuring and Mergers and Acquisition
		10	Direct and Indirect Taxes
		11	SWAYAM Course

HRM SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 4)
1	Competency-based HRM & Performance Management System (UA)	1	Artificial Intelligence (AI) in Human Resource Management
2	Summer Internship	2	Compensation and Benefits
		3	Employer Branding and Employee Value Proposition
		4	HR Analytics
		5	HR Planning and Application of Technology in HR
		6	Learning and Development
		7	Global HRM
		8	Organization Theory, Structure and Design
		9	SWAYAM Course



MARKETING SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 4)
1	Marketing Strategy (UA)	1	Consumer Buying Behaviour
2	Summer Internship	2	Sales Management
		3	Product Management
		4	Brand Management
		5	Digital Marketing
		6	Marketing Analytics
		7	Retail Management
		8	Rural Marketing
		9	Tourism Marketing
		10	SWAYAM Course

Open Elective across Specialization (Any 1)

Sr. No.	Elective	Sr. No.	Elective
1	Marketing of Financial Products and Services	7	Quality Management
2	Climate Risk and Sustainable Finance	8	Predictive Analytics
3	Acquiring and Managing Talent	9	Artificial Intelligence & Machine Learning (AI/ML) for Business
4	Labour, Social Security and Welfare Law	10	Digital Innovation
5	Services Management	11	Enterprise Risk Management Course
6	Events Management	12	SWAYAM Course



Question Paper Pattern – 4 Credits (Semester End Examination)

Year & Program: SY MMS, Semester: III

Name of the Course: _____

Duration: 2 Hrs. Maximum Marks: 60

Instructions: Total Questions – 6 Question

Q.1 Compulsory case study (10 Marks)

Q. 2 to Q. 6 (10 Marks each with two internal options (a) OR (b))

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.

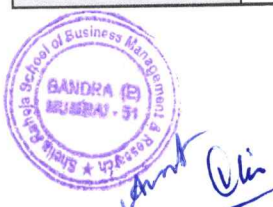
Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Question1	(Compulsory) Case Study	10	-----	-----
		05	< Bloom's Level>	<CO>
		05	< Bloom's Level>	<CO>
Question 2 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 2 (b)		10	< Bloom's Level>	<CO>
Question 3 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 3(b)		10	< Bloom's Level>	<CO>
Question 4 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 4 (b)		10	< Bloom's Level>	<CO>
Question 5 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 5 (b)		10	< Bloom's Level>	<CO>
Question 6 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 6 (b)		10	< 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
Name		
Designation		
Signature		
Date		



Question Paper Pattern – 2 Credits (Semester End Examination)

Year & Program: SY MMS, Semester: III

Name of the Course: _____

Duration: 1 Hrs. **Maximum Marks:** 30

Instructions: Total Questions – 3 Question

Q.1 Compulsory case study (10 Marks)

Q. 2 & Q.3 (10 Marks each with two internal options (a) OR (b))

Please follow the following instructions while framing the question paper.

- ii. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- iii. For COs and Bloom's level refer to the course syllabus.
- iv. 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	(Compulsory) Case Study	10	-----	-----
		5	< Bloom's Level>	<CO>
		5	< Bloom's Level>	<CO>
Question 2 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 2 (b)		10	< Bloom's Level>	<CO>
Question 3 (a)		10	< Bloom's Level>	<CO>
	OR			
Question 3(b)		10	< 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
Name		
Designation		
Signature		
Date		

University of Mumbai

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aams3@mu.ac.in



Academic Authorities,
Meetings & Services (AAMS)
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Mumbai – 400 032.
Tel. 022-68320033

Re-accredited with A++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No.AAMS_UGS/ICC/2024-25/233

Date: 14th February, 2025

CIRCULAR:-

All the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments are hereby informed that the recommendations made by the Ad-hoc Board of Studies in Master of Management Studies at its meeting held on 18th November, 2024 and subsequently passed by the Board of Deans at its meeting held on 30th November, 2024 vide item No.7.4 have been accepted by the Academic Council at its meeting held on 4th December, 2024 vide item No.7.11 and accordingly the modified Question Paper pattern for MMS programme as per NEP syllabus was approved as Follows:-

Modified Question Paper Format

(i) Question Paper of 60 Marks (4 Credit Course) – 2 Hours Written Examination

<ul style="list-style-type: none">• Total Questions – 6 Questions• Question 1 - Compulsory (10 Marks)• Question 2 to Question 6 of 10 marks each with two internal options (a) OR (b)	
Q1: Case Study	10 Marks
Q2 to Q 6 <ul style="list-style-type: none">• With internal option (a) and (b), covering important of topics / concepts across syllabus• Mix of theoretical and quantitative questions based on requirement of the subject content.• COs to be mentioned against each question in the Question paper	Each Question 10 Marks

Circular No. AAMS_UGS/ICC/2024-25/233 Date – 14th February, 2025
Priya Desktop_AAMS (III) _Circulars AC 4-12-2024



University of Mumbai

Website - mu.ac.in
Email id - dr.aams@fort.mu.ac.in
aams3@mu.ac.in



Academic Authorities,
Meetings & Services (AAMS)
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Mumbai - 400 032.
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Date: 14th February, 2025

(ii) Question Paper of 30 Marks (2 Credit Course) - 1 Hour Written Examination

<ul style="list-style-type: none">• Total Questions - 3 Questions• Question 1 - Compulsory (10 Marks)• Question 2 and Question 3 of 10 marks each with two internal options (a) OR (b)	
Q1: Case Study	10 Marks
Q2 and Q3 <ul style="list-style-type: none">• With internal option (a) and (b), covering important of topics / concepts across syllabus• Mix of theoretical and quantitative questions based on requirement of the subject content.• COs to be mentioned against each question in Question paper	Each Question 10 Marks

(The Circular is available on the University's website www.mu.ac.in).

MUMBAI - 400 032

14th February, 2025

To

(Dr. Prasad Karande)
REGISTRAR

All the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments.

AC/7.11/04/12/2024

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans,
- 2) The Dean, Faculty of Commerce & Management,
- 3) The Chairman, Ad-hoc Board of Studies in Master of Management Studies
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Department of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Director, Centre for Distance and Online Education (CDOE) Vidyanagari,
- 8) The Deputy Registrar, Admission, Enrolment, Eligibility & Migration Department (AEM),

Circular No. AAMS_UGS/ICC/2024-25/233 Date - 14th February, 2025
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