

**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)

Academic Year 2025-26**Program: Master of Management Studies (Batch 2024-2026)****Academic Calendar Second Year (Semester-IV) (January 2026 to May 2026)**

Description of Activities	Time-Period
Submission of Teaching Plans	27th December 2026
Session Commences	2nd January 2026
Last Instruction Day	16th April 2026
Classes per week/Hours	All subjects having 4 credits 3 Classes per week of 90 Minutes in each course (subject), Total 4.5 Hours per week per course.
Number of Weeks/ Hours available	For 4 credit courses - 14 Weeks/ 63 Hours available against required 10 weeks /60 hours, excluding 7 days of Industrial Visit & 2 days for intercollegiate festival 'Svagam'.
Republic Day (26th January)	Unfurling of Indian Flag on 26th January 2026
Marathi Bhasha Samvardhan Pandharwada celebration (Library / Cultural Event)	14th January to 28th January 2026
Marathi Bhasha Gaurav Diwas	27th February 2026
Intercollegiate Festival "Svagam"	26th February & 27th February 2026
International Women's Day (8th March)	7th March 2026
SRBS: National Research Conference	28th March 2026



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.
Research Project Work Viva	4th April 2026 / 11th April 2026
Study Leave for Semester End Examinations	From 17 th April to 19 th April 2026, & 25 th April to 28 th April 2026
Semester End Examinations	20 th April, 22 nd April, 24 th April & 29 th April 2026

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



Dr. Vaikhari Patil
Course Coordinator



Dr. Harish Kumar S. Purohit
Director

Date: 23/12/2025

Place: Mumbai

Encl.: Annexure I



A.Y. 2025-2026

Program: Master of Management Studies

SY MMS Semester IV

As per University of Mumbai –“Restructured & Revised Syllabus, Credit based Semester & Grading System for MMS Semester III & IV which is effective from Academic Year 2025-26)

Semester IV

Sr.	Couse Type	Course	Number of Credits
1	Mandatory - General Management	International Business	4
2	Mandatory - General Management	Corporate Governance and Ethics	4
3	Mandatory	Seminar Paper	4
4	Mandatory	Research Project	8
<u>Finance Elective Courses (Any Two)</u>			
1	Elective (selected)	Financial Market Regulations	4
2	Elective	Behavioural Finance	4
3	Elective	Investment Banking and Alternate Investment Funds	4
4	Elective	Fixed Income Securities	4
5	Elective (selected)	Wealth Management	4
6	Elective	SWAYAM Course	4



<u>Marketing Elective Courses (Any Two)</u>			
1	Elective (selected)	Global Marketing	4
2	Elective	Technology Strategy	4
3	Elective (selected)	Business to Business Marketing	4
4	Elective	Social Marketing	4
5	Elective	SWAYAM Course	4
<u>Human Resource Elective Courses (Any Two)</u>			
1	Elective	Human Resource Capital, Accounting and Audit	4
2	Elective (selected)	Industrial Relations and Alternate Dispute Resolution	4
3	Elective	OD and Change Management	4
4	Elective (selected)	Strategic Human Resource Management	4
5	Elective	SWAYAM Course	4



Mode of Internal Assessment as per University Guidelines

- Semester wise performance assessment of student is to be carried out through various modes of examinations. These include Internal Assessment and Semester End Examination.
- **Internal Assessment** includes class tests, home assignments based on live problems, course projects & presentations either in a group or individually, any other innovative assessment methods.
- The **weightage of Internal Assessment and Semester End Examination is 40 and 60 percentage respectively.**
- The Relative weightage for Internal Assessment is **40 percent and will be evaluated by the faculty as per his/her Teaching Learning Plan submitted at the beginning of the academic year.**

Suggested Question Paper format by University of Mumbai (Semester End examination)
Question Paper of 60 Marks (4 Credit Course) – 2 Hours Written Examination

<ul style="list-style-type: none"> • Total Questions – 6 Questions • Q.1 Compulsory case study (20 Marks) • Attempt Q. 2 to Q. 6 of 10 marks each with two internal options (a) OR (b) 	
Q1: Case Study (Compulsory)	20 Marks
Q2 to Q 6 <ul style="list-style-type: none"> • Covering important topics / concepts across the syllabus. • Mix of theoretical and quantitative questions based on the requirements of the subject content. • COs to be mentioned against each question in the Question paper. 	Each Question 10 Marks





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Suggested Question Paper format by University of Mumbai (Semester End examination)
Question Paper of 30 Marks (2 Credit Course) – 1 Hour Written Examination

<ul style="list-style-type: none">• Total Questions – 6 Questions• Q.1 Compulsory case study (20 Marks)• Attempt Q. 2 to Q. 3 of 10 marks each with two internal options (a) OR (b)	
Q1: Case Study (Compulsory)	10 Marks
Q2 to Q 3 <ul style="list-style-type: none">• Covering important topics / concepts across the syllabus.• Mix of theoretical and quantitative questions based on the requirements of the subject content.• COs to be mentioned against each question in the Question paper.	Each Question 10 Marks





SRBS Question Paper format for Semester End examination (4 credits course)

Year & Program: SYMMS, Semester: IV

Name of the Course: _____

Duration: 2 Hrs. Maximum Marks: 60

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

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

Please follow the following instructions while framing the question paper.

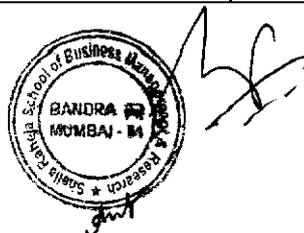
- I. Please use appropriate action verbs from Bloom's taxonomy to frame the questions.
- II. For COs and Bloom's level refer to the course syllabus.
- III. Please cover all COs and use low-order to higher-order thinking questions related to Bloom's taxonomy levels.

Question Number	Particular	Marks Allotted	Bloom's Level	Course Outcome mapped
Question 1	(Compulsory) Case Study	20	-----	-----
	a)	10	< Bloom's Level>	<CO>
	b)	10	< Bloom's Level>	<CO>
Question 2	a)	10	< Bloom's Level>	<CO>
	OR			
	b)	10	< Bloom's Level>	<CO>
Question 3	a)	10	< Bloom's Level>	<CO>
	OR			
	b)	10	< Bloom's Level>	<CO>
Question 4	a)	10	< Bloom's Level>	<CO>
	OR			
	b)	10	< Bloom's Level>	<CO>
Question 5	a)	10	< Bloom's Level>	<CO>
	OR			
	b)	10	< Bloom's Level>	<CO>
Question 6	a)	10	< Bloom's Level>	<CO>
	OR			
	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.
- Proof-reading 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		



SRBS Question Paper format for Semester End examination (2 credits course)

Year & Program: SYMMS, Semester: IV

Name of the Course: _____

Duration: 1 Hr. Maximum Marks: 30

Instructions: Q.1 Compulsory case study (10 Marks)

Attempt Q. 2 to Q. 3 of 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.

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Question 1	(Compulsory) Case Study	20	-----	-----
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	b)	10	< Bloom's Level >	<CO>
Question 2	a)	10	< Bloom's Level >	<CO>
	OR			
	b)	10	< Bloom's Level >	<CO>
Question 3	a)	10	< Bloom's Level >	<CO>
	OR			
	b)	10	< Bloom's Level >	<CO>

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