JNIESTR Trust's

RGCMS

Rajeev Gandhi College of Management Studies

Plot no. 1, Sector 8, Ghansoli, Navi Mumbai

Accredited by NAAC 'A' Grade
Approved by AICTE, DTE (Code-MB 3159)
Autonomous & Affiliated to University of Mumbai, Government of Maharashtra
Recognized under section 2(f) of UGC

Academic Handbook
(Semester-I and Semester-III)

2 Years full-time

Master's Degree Program in Management

A.Y. 2025-26

Document Control

a. Document History

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1.3			

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1. Introduction

Rajeev Gandhi College of Management Studies was established in 2009 under dynamic leadership of Honourable V.M Jadhav Sir, Ex-Chairman of JNIESTR Trust. It is with great pleasure that we welcome you to RGCMS – a place where future leaders are shaped, and ambitions take flight.
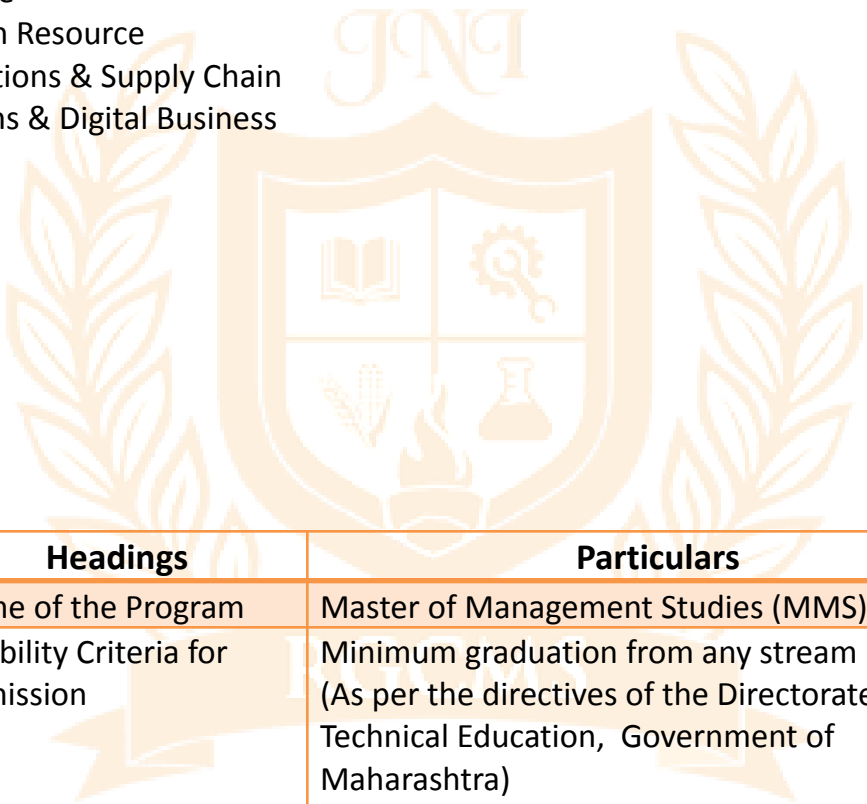
As students of management, you are embarking on a journey that will challenge you, inspire you, and prepare you for the dynamic world of business and leadership. Here, you will gain not only academic knowledge but also the practical skills, critical thinking, and ethical grounding necessary to succeed in today's competitive global environment. With the introduction of the **National Education Policy (NEP) 2020**, the academic landscape is being redefined to foster holistic, multidisciplinary learning, flexibility, and real-world readiness. Our MMS curriculum has been thoughtfully designed to align with these objectives, ensuring you receive not only a robust foundation in management principles but also the ability to adapt, innovate, and lead in a dynamic global economy. Through this program, you will be exposed to experiential learning, industry-integrated projects, digital tools, entrepreneurship development, and ethical leadership—elements that are central to both MMS and the NEP framework. Our program is designed in line with the principles of **Outcome Based Education (OBE)**, a student-centric approach that focuses

on achieving specific learning outcomes. Rather than just measuring what you study, OBE emphasizes *what you are able to do* with the knowledge and skills you acquire. Offline, online & blended mode of teaching would be followed as per course requirements. The program also includes learning from MOOCs platform.

RGCMS offers Masters in Management Studies, 2 years full time degree course.

We offer 5 specialisations

- Marketing
- Finance
- Human Resource
- Operations & Supply Chain
- Systems & Digital Business

Sr. No.	Headings	Particulars
1	Name of the Program	Master of Management Studies (MMS)
2	Eligibility Criteria for Admission	Minimum graduation from any stream (As per the directives of the Directorate of Technical Education, Government of Maharashtra) 50% or equivalent marks in any degree
3	Level	Post-graduation (P.G.) - 6.5
4	Pattern	Semester – CBCGS (Choice-Based Credit based Semester and Grading System)
5	No. of Years/ Semesters	2 years/ 4 semesters
6	Passing Marks	50% in CIE & SEE respectively
7	Degree	P.G. Diploma (6 level) – Passing FYMMS P.G. Degree (6.5 level) – Passing SYMMS
8	Syllabus Status	Fresh

9	To be implemented from Academic year	2025-2026

Welcome to a transformative chapter of your life. We are excited to be a part of your journey and look forward to celebrating your achievements in the years to come.

Wishing you a successful and fulfilling academic year ahead!

1.1

1.2   Vision

- To be an institute that nurtures business professional to deliver social and economic impact.

1.3   Mission

- To provide a platform for academic delivery in coherence with defined teaching process.
- To encourage our faculty and students for Industry Academia Interaction.
- To expose and inculcate social ethical values in students.

1.4   Core Values

- Integrity
- Transparency and Fairness
- Ethical Behaviour
- Collaboration
- Team Work
- Socially Responsible
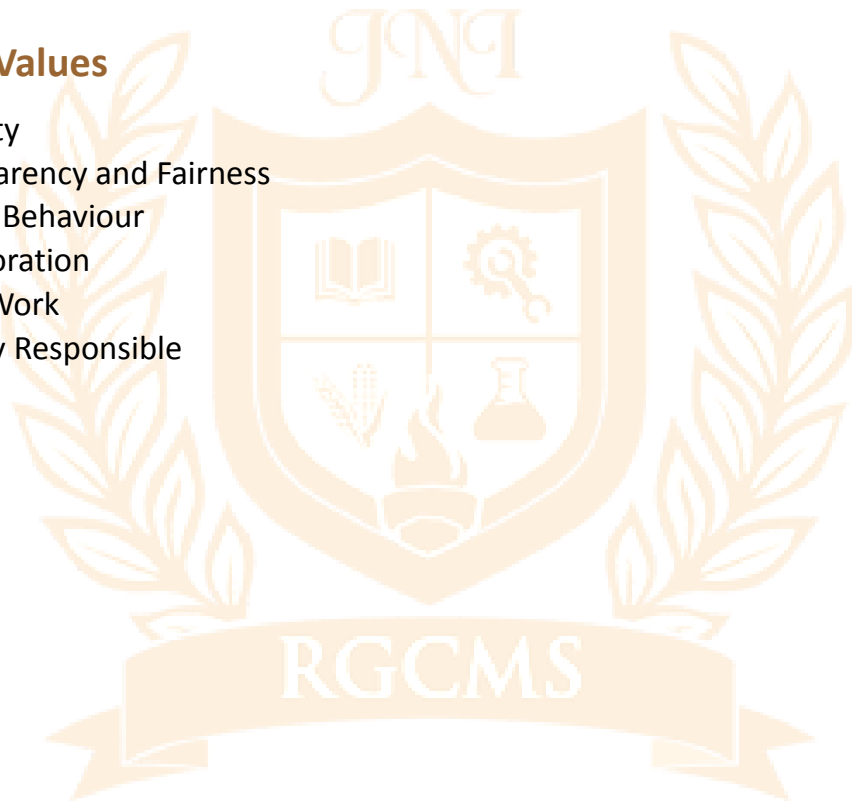
2. Admission Regulations

1.1   Admission criteria

- The Candidate should be Citizen of India.
- The candidate should have passed minimum 3 years Bachelor's Degree awarded by any recognized University by UGC.
- Percentage for OPEN Candidate – 50%
- Percentage for Reserved Category Candidate – 45% (Belonging to Maharashtra State only)
- CET SCORE – Non ZERO positive score in any one of the following examinations, namely:-MAH-MMS/MBA CET, CAT, MAT, CMAT, XAT, ATMA, GMAT

1.2   Admission process

- MAH-MMS/MBA CET CELL issues notification for Registration of CET Examination.
- Eligible candidates apply for CET Registration on or before due date declared by CET CELL.
- After due date of CET Registration, CET CELL declares date of Examination of CET.
- After declaration of CET Result eligible candidates register for CAP ROUND
- CET CELL declares 1st, 2nd & 3rd round for Admission.
- At the time of CAP round concerned college verifies all required original documents of eligible candidates.
- After verification of original documents eligible candidate take admission in respective colleges.
- After CAP Round Institute take Institute Level Round (for 20% seats)
- Admission Cancellation charges Rs. 1000/-

1.3   Fee & Fee Refund Policy

As per CET cell, Government of Maharashtra, following is the fee refund policy applied to cancellation of admission in the Academic Year 2025-26.

The Candidate shall apply online for cancellation and submit duly signed copy of system generated application for cancellation of admission to the Institution. Once the candidate submits online request for cancellation, his admission shall be treated as cancelled. The Institute shall consider the online request made by candidate for cancellation as final,

irrespective of whether he has submitted duly signed copy of system generated application to the Institute. Upon such cancellation, the candidate shall lose the claim on the seat and such seat shall become available for further allotment. The Institute shall refund the entire fees to the candidate after deduction of Rupees one thousand only towards processing charges and return all his/her original documents submitted to the Institute within two days from submission of duly signed copy of system generated application to the Institute

Candidate shall not be entitled to any refund of his/her fee except the Security Deposit and Caution Money Deposit if the online cancellation is affected by the candidate after 5.00 p.m. of the cut-off date prescribed by the Competent Authority. Link for online cancellation for admission shall be deactivated after cut-off date. Candidate has to apply for cancellation of admission to the institute by submitting application to the Institute after the cut-off date.
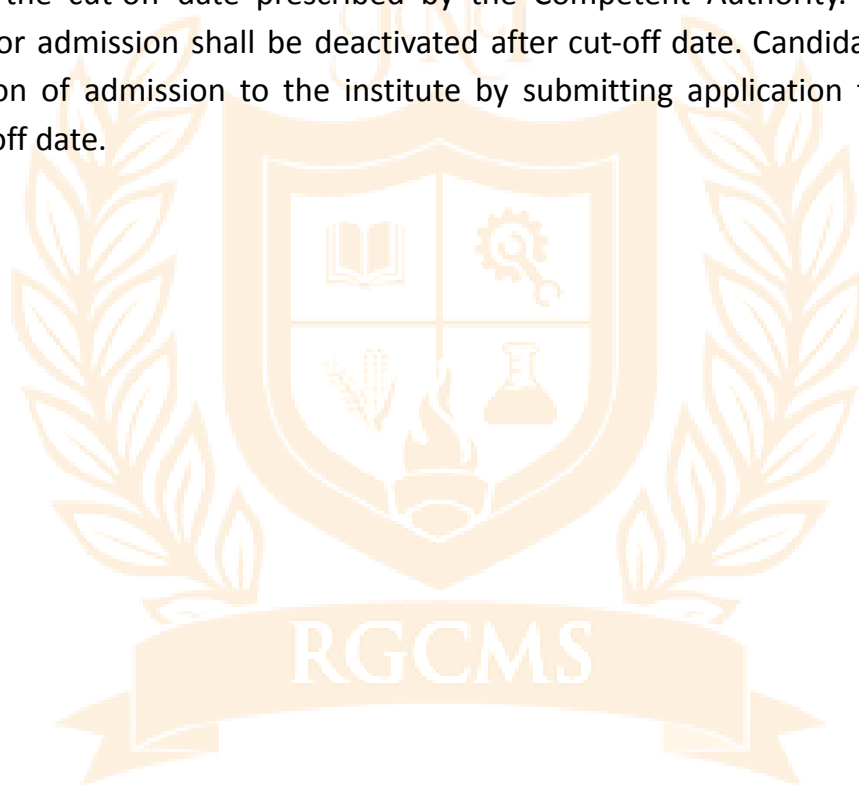
3. Program Eligibility

2.1 Fresh Entry option:

- For 02-year MMS Program, a Candidate with a Bachelor's Degree from a recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities with *NHEQF level 5.5 is eligible.*

- The admissions will be on the basis of CAP (Centralized Admission Process) as per Norms laid down by DTE.

- If, at any time after admission, it is found that the candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., the institute shall take cognizance and accordingly revoke the admission of the set candidate. The institute reserves the right to cancel the admission of any student and ask them to discontinue their studies at any stage of their career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

2.2 Lateral Entry option:

- For 1 year MMS Program (Lateral Entry), candidate with B.E. /B. Tech or BBA/BMS (4 years) with *NHEQF level 6 is eligible* for admission.

  a. **Subject in lieu of internship course in SYMMS (Semester III) for Lateral Entry cases (Admitted directly in Semester III of MMS program)**

  In lieu of summer internship (Subject for Evaluation in Semester III based on the Summer Internship completed by students in month of May and June), a **Seminar paper** to be considered with following essential components:

  - The Seminar work should be undertaken in the selected functional area (Finance / Marketing / Human Resource / Operations & Supply Chain / Systems & Digital Business)

  - The topic selected and research work conducted for the Seminar Paper should incorporate both primary and secondary data components.

  - The Seminar work completed by students should be submitted as a written Seminar report of minimum 5000 - 8000 words.

- Suggested structure of the report to include following components: Introduction; Literature review; Theoretical / conceptual framework of Research and Research Methodology; Data analysis; Result discussion, findings and recommendations.
- The evaluation of the report to be based on following parameters: (a) 50% of the marks based on evaluation by internal guide and (b) remaining 50% of marks based on presentation and viva-voce by external panel.

b. Necessary subjects to be completed and passed by lateral entry students (directly admitted to the Second Year of MMS program):

- Passing the below listed Seven (7) courses in an institute level exam will be a prerequisite for the completion of the MMS Degree program, though no credits would be assigned.
- Colleges / Institutes offering MMS program would issue course completion certificates for record.
- The course content of the subjects will be the same as NEP 2020 MMS syllabus.

Necessary Courses:

1. Fundamentals of Management Theory and Practice (I)
2. Financial Accounting for Business (I)
3. Marketing Management (II)
4. Operations Management (II)
5. Corporate Finance(II)
6. Human Resource Management (II)
7. Computer Applications for Business (I)

2.3 Re-entry option:

- *Re-entry* to complete the PG degree, after taking the exit option, will be permissible up to 5 years from the date of admission to the PG program. *(16-05-2023 Revised-Guidelines-for-Credit-Distribution-of-PG-Programs- Learning Govt. Decision No.NEP-2022/p.No.09/Vishi-3; page 6)*

- *Re-entry* to Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Institute subject to the condition that his/her tenure should not exceed more than twice the duration of MBA program from the date of first registration. The admission of respective student (Without Exit) will

automatically get cancelled if he/she fails to complete the course in maximum period. (Two years/Four semesters)

2.4   Exit option:

- Students who have joined a two-year Master's degree program may opt for exit at the end of the first year and earn a PG Diploma.
- The PG Diploma may be awarded to a student provided they have earned the requisite credits in one year including an additional On-the-job training of 04 credits during summer break, after completion of the second semester of the first year in the respective courses.

4. Exam and Evaluation

- At RGCMS, the assessment process is designed to promote transparency, uphold fairness, and preserve the integrity and credibility of academic evaluations.
- As per NEP 2020, an outcome-based evaluation scheme is followed by RGCMS.
- The MMS degree program shall be of two years duration consisting of Four (04) Semesters. The semester examinations for the Master of Management Studies will be held at the end of every semester i.e. at the end of Semester I, Semester II, Semester III and Semester IV.
- The Semester I examination will be held in the Second half of the academic year in which the learner was admitted (i.e. November/December)
- Semester II examination will be held in the first half of the calendar year (April/May)
- The Semester III examination will be held in the Second half of the academic year (i.e. November/December)
- Semester IV examination will be held in the first half of the calendar year (April/May) respectively.

4.1.1 Course Details

Semester - I

Sr. No.	Course Code	Course	No. of Credits	Continuous Internal Evaluation	Semester End Evaluation	Total Marks	Exam Duration
1	C1PM401	Fundamentals of Management Theory and Practice	4	40	60	100	2 hr
2	C1PM402	Business Statistics	2	20	30	50	1 hr
3	C1PM403	Managerial Economics	2	20	30	50	1 hr
4	C1PM404	Financial Accounting for Business	2	20	30	50	1 hr
5	C1PM405	Organizational Behaviour	2	20	30	50	1 hr
6	C1CS406	Community service Project	2	20	30	50	1 hr
7	C1IK407	Bhartiya management	2	20	30	50	1 hr
8	C1GE408	Creativity and Design Thinking	2	20	30	50	1 hr

	C1GE409	Life skills					
	C1GE410	Management Lessons in Movies					
	C1GE411	English Language					
9	C1SE501	Computer Applications for Business	4	40	60	100	2 hr
10	C1SE502	Business Communication - I	4	40	60	100	2 hr

Semester - III

Semester III							
Sr. No.	Course Code	Course	Number of Credits	Continuous Internal Evaluation	Semester End Evaluation	Total Marks	Exam Duration
COMMON							
1	C3PM504	Corporate strategy	4	40	60	100	2 hr
2	C3VE505	Environment Management & Sustainability	2	20	30	50	1 hr
3	C3IN506	Summer Internship	8	50	50	100	-
MARKETING							
4	M3PM507	Marketing Strategy	4	40	60	100	2 hr
5	M3SE508	Digital Marketing	4	40	60	100	2 hr
6	M3PE509	Marketing Analytics	2	20	30	50	1 hr
7	M3PE510	Consumer Buying Behaviour	2	20	30	50	1 hr
8	M3PE511	Product Management	2	20	30	50	1 hr
9	M3PE512	International Marketing	2	20	30	50	1 hr
10	M3PE513	Retail management	2	20	30	50	1 hr
11	M3PE514	Tourism Marketing	2	20	30	50	1 hr
12	M3PE515	Sales & Distribution management	2	20	30	50	1 hr
13	M3PE516	Rural Marketing	2	20	30	50	1 hr
14	M3PE517	Brand Management	2	20	30	50	1 hr
15	M3PE518	SWAYAM Course	2	-	-	-	-
FINANCE							

4	F3PM507	Financial Markets and Institutions	4	40	60	100	2 hr
5	F3SE508	Derivatives and Risk Management	4	40	60	100	2 hr
6	F3PE509	Security Analysis and Portfolio Management	2	20	30	50	1 hr
7	F3PE510	Fintech	2	20	30	50	1 hr
8	F3PE511	Financial Modeling	2	20	30	50	1 hr
9	F3PE512	Corporate Valuations	2	20	30	50	1 hr
10	F3PE513	Financial Regulations	2	20	30	50	1 hr
11	F3PE514	International Finance	2	20	30	50	1 hr
12	F3PE515	Direct and Indirect Taxes	2	20	30	50	1 hr
13	F3PE516	Commercial Banking	2	20	30	50	1 hr
14	F3PE517	Corporate Restructuring and Mergers and Acquisition	2	20	30	50	1 hr
15	F3PE518	SWAYAM Course	2	-	-	-	-
Systems & Digital Business							
4	S3PM507	Strategic Information Technology & Resource management	4	40	60	100	2 hr
5	S3SE508	Business Intelligence & Automation with Power Platform	4	40	60	100	2 hr
6	S3PE509	Database Management System & Data Warehousing	2	20	30	50	1 hr
7	S3PE510	Big Data , Business Analytics & FinTech	2	20	30	50	1 hr
8	S3PE511	Enterprise Management System	2	20	30	50	1 hr
9	S3PE512	Digital Business	2	20	30	50	1 hr
10	S3PE513	Business Applications of Networking & Telecommunication	2	20	30	50	1 hr
11	S3PE514	Cloud Computing & virtualisation	2	20	30	50	1 hr
12	S3PE515	Block chain Technology for Business	2	20	30	50	1 hr

13	S3PE516	Software Engineering	2	20	30	50	1 hr
14	S3PE517	Knowledge Management	2	20	30	50	1 hr
15	S3PE518	SWAYAM Course	2	-	-	-	-
HUMAN RESOURCES							
4	H3PM507	Competency Based HRM and Performance Management	4	40	60	100	2 hr
5	H3SE508	HR Analytics	4	40	60	100	2 hr
6	H3PE509	Learning and Development	2	20	30	50	1 hr
7	H3PE510	Compensation and Benefits	2	20	30	50	1 hr
8	H3PE511	HR Planning and Application of Technology in HR	2	20	30	50	1 hr
9	H3PE512	Global HRM	2	20	30	50	1 hr
10	H3PE513	Employer Branding and Employee Value Proposition	2	20	30	50	1 hr
11	H3PE514	Organization Theory, Structure and Design	2	20	30	50	1 hr
12	H3PE515	Artificial Intelligence (AI) in Human Resource Management	2	20	30	50	1 hr
13	H3PE516	Mgt. of CSR in organisation	2	20	30	50	1 hr
14	H3PE517	Team Dynamics at work	2	20	30	50	1 hr
15	H3PE518	SWAYAM Course	2	-	-	-	-
Operations & Supply Chain							
4	O3PM507	Supply Chain Management	4	40	60	100	2 hr
5	O3SE508	Operations Analytics	4	40	60	100	2 hr
6	O3PE509	Manufacturing Resource Planning and Control	2	20	30	50	1 hr
7	O3PE510	Purchase & Materials Management	2	20	30	50	1 hr
8	O3PE511	Service Operations Management	2	20	30	50	1 hr
9	O3PE512	International Logistics	2	20	30	50	1 hr
10	O3PE513	Productivity Management	2	20	30	50	1 hr
11	O3PE514	Business process mgt. for risk & Performance mgt.	2	20	30	50	1 hr
12	O3PE515	Warehouse Management	2	20	30	50	1 hr
13	O3PE516	Logistics Management	2	20	30	50	1 hr
14	O3PE517	Production planning & Control	2	20	30	50	1 hr

15	O3PE518	SWAYAM Course	2	-	-	-	-
OPEN ELECTIVES							
1	C3OE519	Event Management	2	20	30	50	1 hr
2	C3OE520	Total Quality Management	2	20	30	50	1 hr
3	C3OE521	Labour, Social Security & Welfare Law (OE)	2	20	30	50	1 hr
4	C3OE522	Artificial Intelligence & Machine Learning (AI/ML) for Business	2	20	30	50	1 hr
5	C3OE523	Marketing of Financial & Banking Services	2	20	30	50	1 hr
6	C3OE524	Climate Risk and Sustainable Finance	2	20	30	50	1 hr
7	C3OE525	Acquiring and Managing Talent	2	20	30	50	1 hr
8	C3OE526	Services Management	2	20	30	50	1 hr
9	C3OE527	Enterprise Risk Management	2	20	30	50	1 hr
10	C3OE528	SWAYAM Course	2	-	-	-	-

4.1.2 Eligibility for Examinations

The Semester End Examination (SEE) will be conducted at the end of each academic semester, as per the examination schedule notified by the Board of Examination.

To be eligible to appear for the Semester End Examination (SEE) in any course, a student shall be required to maintain a minimum of 75% attendance in all scheduled sessions and other academic activities. Also, all assignments, internal exams, and project work shall be submitted as per the given schedule.

If a student fails to meet the prescribed attendance requirement, he/she may be debarred from appearing in the Semester End Examination for the concerned course.

In cases where the shortfall in attendance is due to medical reasons, the student will be required to submit valid medical certificates and supporting documents to the Board of Examination within the stipulated time. The authenticity and adequacy of such documents will be reviewed by the Director/Head of the Institute.

At the discretion of the Head of the Institute, and upon verification of the submitted records, the student may be granted permission to appear for the examination, subject to compliance with any additional conditions that may be prescribed.

It will remain the responsibility of the student to ensure timely submission of documentation and to stay informed about their attendance status throughout the semester

4.2 Assessment Strategy and Instruments

4.2.1 Examination Heads of passing:

Components	Weightage
Continuous Internal Evaluation (CIE)	40%
Semester End Examination (SEE)	60%
Total	100%

Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) are two separate heads for passing.

For example:

For 100 Marks paper - 40 marks (CIE), 60 marks (SEE)

For 50 Marks paper - 20 marks (CIE), 30 marks (SEE)

Following are prescribed Assessment Tools for Formative and Summative Assessments of Courses:

Continuous Internal Evaluation (CIE)				SEE
Internal-1 (10%)	Internal-2 (10%)	Internal-3 (10%)	Attendance and class participation (10%)	Pen & Paper Exam (60%)

4.2.2 Rubric Based Assessment Instruments

For certain courses that are primarily experiential or project-oriented in nature, a **written Semester End Examination (SEE)** will not be considered an appropriate mode of assessment. In such cases, evaluation will be carried out through **project submissions, presentations, viva-voce, and continuous assessment**, as per the objectives and learning outcomes of the course. Following courses will be evaluated using alternative assessment

methods instead of traditional end-term written examinations:

a. Community Service Project (CSP)

Internal Evaluation (50%)

Criteria	Assessment Basis	Weightage
Completion of Required Hours	Verified through attendance sheets/logs signed by supervisor/faculty.	10 marks
Participation in In-College ISR Activities	Active involvement, discipline, punctuality during college-led community programs.	10 marks
Project Report (Documentation & Reflection)	Structure, clarity, outcome summary, evidence (photos, certificates), personal reflection.	10 marks
Viva-Voce (Oral Presentation & Insight)	Communication skills, understanding of the project's social impact, critical thinking, and learning outcome.	20 marks

b. Summer Internship Project (SIP)

Evaluation during the research project involves two key components: External Evaluation (50%) and Internal Evaluation (50%) for both the semesters.

Internal Evaluation (50%)

Sr. No	Evaluation Criteria	Marks
1	Regularity and punctuality during internship	10
2	Initiative and learning attitude	10
3	Weekly reports/logbooks	10
4	Quality of work done and contribution to the organization	10
5	Final project report submitted	10
	Total Marks	50

Semester End Examination (50%)

Sr. No.	Evaluation Criteria	Marks
1	Presentation skills and articulation	10
2	Clarity of project objectives and outcomes	10
3	Innovation and problem-solving approach	10
4	Understanding of concepts and application	10

5	Response to questions during viva-voce	10
	Total Marks	50

c. Swayam Courses

Evaluation and Certification of Credit-based MOOCs on SWAYAM Platform

- As per UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulations, 2021, The Higher Education Institution (HEI) and the course-coordinator bear the responsibility for assessing students registered for credit-based Massive Open Online Courses (MOOCs) offered on the SWAYAM platform or any other recognized portal.

- Course evaluation will be based on both internal assessment and semester end examinations. The internal assessment, accounting for a maximum of 40% marks (Passing Criteria to Specify or it will be included as a Single Course), will encompass various instruments such as discussion forums, quizzes, assignments, and sessional examinations. The complete evaluation scheme for each course will be announced at the time of launching of the course.

- Term-end proctored examinations for all SWAYAM-based credit courses will be administered either by the SWAYAM Board /UGC/or any other agency authorized by the Government of India under the Ministry of Education, nationwide.

- Following examination and evaluation completion, the course coordinator, through the HEI, will assign marks or grades as per the announced evaluation scheme.

- A certificate affirming successful completion of the SWAYAM-based credit course will be signed by the National Coordinator and an authorized representative of the HEI. This certificate will be accessible on the SWAYAM platform within four weeks from the semester-end examination result declaration date. (Needs to submit the marks before the SEE result declaration. It needs clear guidelines and the schedule to declare the Results).

- The HEI will incorporate the student's marks or grades obtained from SWAYAM courses in the final marks sheet, which contributes to the issuance of certificates, diplomas, or degrees by the university

4.3 Standard of Passing in Examinations

1. A learner in order to pass has to obtain minimum 50% marks in aggregate, consisting of minimum 50% marks in each set of the examinations separately i.e. CIE and SEE, as per the standard of passing.

2. Learner(s), who does not obtain minimum 50% marks in subject(s) / paper(s) / course(s) either in the CIE or in SEE or both, shall be declared as "Fail" as per the standard of passing of examination.

3. A learner failing in CIE must clear his/her internals before Supplementary Examination as per notification.

4. If a learner fails in SEE and clears CIE, S/he will have to appear for only that SEE for that subject in supplementary examination.

5. A learner who has failed in the SEE and passed in some subject(s)/paper(s)/course(s) shall be granted exemption (E) from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute.

6. A learner shall be allowed to keep term for semester II irrespective of the number of courses of failure in Semester I.

7. A learner shall be allowed to keep term for semester III if he/she earns 32 or more cumulative credits from Semester I and Semester II.

8. A learner shall be allowed to keep term for semester IV irrespective of the number of courses of failure in Semester III, however he/she has to clear all subjects/courses of semester I and semester II.

9. A learner will be declared to have passed the Semester I/Semester II/Semester III/Semester IV examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e. CIE & SEE as per the standard of passing.

10. A learner who has passed in all of the semester examinations of MMS i.e. Semester I, Semester II, Semester III, Semester IV examinations shall not be allowed to re–register himself/herself for improvement of his/her semester examination results.

4.3.1 Re-Examinations

A learner, who has not appeared or remain absent in the SEE conducted by the institute due to hospitalization shall be considered as a special case and can be permitted to appear in those subject(s) / course(s) / paper(s) in the re-examination conducted by the institute after learner furnishes a valid medical certificate certified by the rank of a civil surgeon or superintendent of Government hospital to the satisfaction of the Director of the institute.

4.3.2 Supplementary Examinations

1. A learner, who has failed in Semester I, regardless of the number of subjects, shall be allowed to keep term for Semester II of the First Year MMS program. However, the learner shall appear for the failed subjects of Semester I by registering for the Supplementary Exam conducted by the institute. Such supplementary examination for Semester I shall be held before April, as per the schedule of the institute.

2. A learner, who has obtained less than 56 cumulative credits from Semester I and Semester II shall appear for the failed subjects of Semester I and semester II by registering for the Supplementary Exam conducted by the institute. Such supplementary examinations can be held for Semester I before April and for Semester II before July or commencement of Semester III.

3. A learner, who has failed in Semester III, regardless of the number of subjects, shall be allowed to keep term for Semester IV of the Second Year MMS program, provided the learner has cleared all subject(s)/paper(s)/course(s) of Semester I and Semester II. However, the learner shall appear for the failed subjects of Semester III by registering for the Supplementary Exam conducted by the institute.

4. A learner failing in any subject(s) /paper(s) /course(s) in his/her Semester III and Semester IV examination shall appear for the failed subjects by registering for the Supplementary Exam conducted by the institute. Such supplementary examinations can be held for Semester III before April and for Semester IV before July.

4.3.3 Norms for Grace Marks

1. Gracing will be done after considering the overall performance in the subject.
2. **Grace marks for passing:** If the learner failing in only one subject(s) / course(s) / paper(s) per semester then following grace marks shall be applied:

Head of Passing (SEE)	Grace Marks
30	2
50	3
60	4

3. **Marks for Class Improvement:** A learner who has obtained 'A+' grade in only one subject/paper/course and having 'O' grade in rest of the subject(s)/paper(s)/course(s) then to improve the grade from A+ to O of that

particular subject/paper/course, up to 1% of the Grand Total may be added. This addition shall lead to an overall grade improvement for that semester.

There are no Grace Marks awarded for the Supplementary Examinations.

4.3.4 Grading of Performance

The program will have a 10 point grading system. The illustrative Grade Table is as follow:

Table 1: Grade Allocation under 10 point grading scale in CBCS

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA/CGPA Range
80 and above	O	10	Outstanding	9.51-10
75-79.99	A+	9	Excellent	8.51-9.50
70-74.99	A	8	Very Good	7.51-8.50
65-69.99	B+	7	Good	6.51-7.50
60-64.99	B	6	Fair	5.51-6.50
55-59.99	C	5	Average	4.51-5.50
50-54.99	P	4	Pass	4.0-4.50
Below 50	F	0	Fail	<4
Absent	AB	0	Fail	

A learner who remains absent in any form of evaluation/examination, letter grade allocated to him/her should be AB and corresponding grade point is zero. He / She should reappear for the said evaluation/examination in due course.

A learner who remains absent in any form of evaluation/examination, letter grade allocated to him/her should be AB and corresponding grade point is zero. He / She should reappear for the said evaluation/examination in due course.

Semester Grade Point Average (SGPA) Calculation

1. The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA).
2. The SGPA is the weighted average of the grade points obtained in all the courses by the learner during the Semester. For example, if a learner passes five courses

(Theory/Projects etc.) in a semester with credits C1, C2, C3, C4 and C5 and learners grade points in these courses are G1, G2, G3, G4 and G5 respectively, then learners' SGPA is equal to:

3. SGPA = C1G1 + C2G2 + C3G3 + C4G4 + C5G5 / C1 + C2 + C3 + C4 + C5

4. The SGPA is calculated to two decimal places. The SGPA for any semester will take into consideration the "F or AB" grade awarded in that semester. For example if a learner has failed in Course 4, the SGPA will then be computed as:

5. SGPA= C1G1 + C2G2 + C3G3 + C4*ZERO + C5G5 / C1 + C2 + C3 + C4 + C5

Cumulative Grade Point Average (CGPA) Calculation

1. An up-to-date assessment of the overall performance of a learner from the time s/he entered the University of Mumbai is obtained by calculating a number called the Cumulative Grade Point Average (CGPA), in a manner similar to the calculation of SGPA.

2. The CGPA therefore considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for.

3. The CGPA will be calculated for the completed academic year/s as follows:

4. Semester I & II

5. Semester I,II,III & IV

6. The CGPA will reflect the failed status in case of F grade(s), till the course(s) is/are passed. When the course(s) is/are passed by obtaining a pass grade on subsequent examination(s) the CGPA will only reflect the new grade and not the fail grades earned earlier.

Illustration of Computation of SGPA and CGPA

1. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

2. SGPA $(S_i) = \Sigma(C_i \times G_i) / \Sigma C_i$ where C_i is the number of credits of the ith course and G_i is the grade point scored by the student in the ith course.

3. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

4. CGPA = Σ(Ci x Si) / Σ Ci where Si is the SGPA of the ith semester and Ci is the total number of credits in that semester.

5. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. A Successful learner who has passed in all the courses of each Semester i.e. Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table.

4.4   Exam Related Grievance Redressal SOP

4.4.1 Transparency in CIE

1. In the event that a student is not satisfied with the marks awarded in the CIE assessment and wishes to raise a grievance, the following procedure will be followed:

2. The student will approach the Board of Examination (BOE) to express concerns regarding the CIE marks allotted.

3. Upon receiving the grievance, the Controller of Examination will verify the basic facts and direct the student to discuss the issue with the respective course faculty.

4. The student will be required to submit a written application specifying the components or areas where they believe they deserve a higher score.

5. The concerned faculty member will then re-count and re-verify the CIE assessment records, ensuring fairness and transparency.

6. If any discrepancy or valid justification for rectification is found, the faculty will initiate the correction process. The corrected marks, if any, will be communicated to both the student and the Board of Examination.

7. The Board of Examination will make every effort to resolve such grievances within a reasonable timeframe, maintaining the academic integrity of the assessment process.

8. The Committee will also preserve all records of internal assessment marks for future reference and verification, thereby ensuring accountability.

4.4.2 Revaluation/Retotaling and sharing photocopy of Answer sheet

A candidate who wishes to seek clarification or review of the evaluation may proceed as per the following guidelines:

1. A student may apply for revaluation/Retotaling and/or obtain a photocopy of the evaluated answer sheet within 7 days from the date of declaration of the results.

2. If the student is not satisfied after viewing the photocopy or on other valid grounds, he/she may apply for revaluation of the answer sheet within 15 days from the date of declaration of the results.

3. All such applications must be submitted in the prescribed format along with the applicable fees, as notified by the Board of Examination. No requests will be entertained after the stipulated time period.

4. Requests for revaluation based purely on perceived subjectivity in evaluation will not be considered.

4.4.3 Moderation

The institution implements a moderation system to uphold fairness, accuracy, and consistency in the assessment of examination answer books. This process ensures that the evaluation standards are uniformly applied and that any potential discrepancies in marking are identified and corrected in a systematic manner.

1. Moderation will be available only for the first attempt and not for subsequent examinations.
2. Where the marks awarded by the moderator vary from the mark awarded by the original examiner, marks awarded by the moderator shall prevail.
3. 100% moderation of the answer book shall be carried in the case of candidates failing by 10% of marks of the aggregate marks of that course/paper.
4. 100% moderation of the answer book shall be carried in case of the candidates who have secured between 95% and 100% of the total aggregate marks in the course/paper shall be moderated to ensure accuracy and fairness in evaluation.
5. A random sample comprising 5% of answer books of students who have just passed the course/paper (i.e., scoring within 5% above the passing marks) shall also be taken up for moderation to ensure uniformity in the evaluation process.

4.5 Academic Bank of Credits

As per University of Mumbai and UGC/Digi Locker guidelines, every MMS student will be required to obtain a unique ABC ID, which links their academic records with   national platforms like Digi Locker and the National Academic Depository.

Any student who fails to submit their ABC ID will have their exam results withheld, classified under the "RRA" category, and will not receive a cumulative CGPA or degree certificate until compliance.

4.6 Question Paper Pattern

Question Paper Pattern of 60 Marks (4 Credit Course)

• Total Questions – 6 Questions • Question 1 - Compulsory (20 Marks) • Option to Attempt Any 4 Questions from Question 2 to Question 6 (Each Question 10 Marks)	
Q1: Caselet/Applied Question/ Numerical	20 Marks
Q2 to Q 6 (Any Four) • 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

Question Paper Pattern of 30 Marks (2 Credit Course)

• Total Questions – 4 Questions • Question 1 - Compulsory (10 Marks) • Option to Attempt any 2 Questions from Question 2 to Question 4 (Each Question 10 Marks)	
Q1: Caselet/Applied Question/ Numerical	10 Marks

Q2 to Q 4 (Any Two)	Each Question
• 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	10 Marks

4.7 Unfair Means

Unfair means includes one or more of the following acts or omissions on the part of Learner/s during the examination period.

a. Possessing unfair means material and or copying there from.

b. Transcribing any unauthorized material or any other use thereof.

c. Intimidating or using obscene language or threatening or use of violence against invigilator or leaving the examination hall without permission of the supervisor or causing disturbances in any manner in the examination proceedings.

d. Unauthorized communication with other examinees or anyone else inside or outside the examination hall.

e. Mutual/Mass copying.

f. Smuggling-out or smuggling-in of answer books, either blank or written, as copying material.

g. Smuggling-in blank or written answer book and forging signature of the Jr. Supervisor thereon.

h. Interfering with or counterfeiting of Institute seal, or answer books or office stationary used in the examinations.

i. Insertion of currency notes in the answer books or attempting to bribe any of the persons connected with conduct of examinations.

j. Impersonation in the examination.

k. Revealing identity in any form in the answer written or in any other part of the answer book by the learner in the examination.

l. Or any other similar act/s and/or omission/s which may be considered as unfair means by the competent authority.

The broad categories of unfair means resorted to by learners at the Institute Examinations and the quantum of punishment for each category thereof:

Sr. No.	Nature of malpractice			Quantum of Punishment
1.	Possession of copying material			
	A.		Possession of copying material in physical form i.e. written paper/any other object	
		(a)	Possession of copying material, and acceptance of the same by the examinee but having not used the material.	Minimum punishment of performance for that particular subject to be made null & void. Else, annulment of the performance at that College examination in full* if deemed fit by unfair means inquiry committee.
		(b)	Actual copying from the copying material.	
		(c)	Found having written on palms or on the body or on the clothes while in the examination.	
	B.		Possession of copying material in any Electronic form (mobile phones, Smart Watch, any other Electronic device etc.)	
		(a)	Possession of copying material in any Electronic form (mobile phones, Smart Watch, any other electronic device etc.) but not copied from it.	Minimum punishment of performance for that particular subject to be made null & void. Else, annulment of the performance at that College examination in full* if deemed fit by unfair means inquiry Committee.
		(b)	Possession of copying material in any Electronic form (mobile phones / electronic device etc.) and copied from it.	

2.	Possession of another learner's answer book.	The minimum punishment shall be the cancellation of performance in the concerned subject examination, which shall be rendered null and void for either one or both of the learners involved, depending on their extent of involvement. Else, annulment of the performance at that College examination in full* if deemed fit by unfair means inquiry Committee.
3	If on previous occasion a disciplinary action was taken against a learner for malpractice used at examination/and he/ she is caught again for malpractices used at the examinations.	The quantum of punishment will be decided by the unfair mean inquiry committee.
4	All other malpractices not covered in the aforesaid categories.	The punishment will be given by Unfair means committee depending upon the gravity of offence.

4.8 Facilities and Concessions for Physically Challenged Students

In accordance with the guidelines of the University of Mumbai and the Rights of Persons with Disabilities Act, 2016, the following concessions and facilities shall be extended to

physically challenged students enrolled in the Master of Management Studies (MMS) programme during internal assessments and Semester End Examinations (SEE):

a. Compensatory Time

Students with benchmark disabilities (≥40%) shall be granted an additional 20 minutes per hour of examination time (i.e., a total of 60 minutes extra for a 3-hour paper), upon submission of valid documentation.

b. Scribe/Writer Assistance

Eligible students may apply for the use of a scribe, subject to prior approval from the Examination Committee and submission of:

- A valid disability certificate (as per RPwD Act).
- A scribe undertaking form signed by both student and scribe.

The scribe must have qualifications lower than that of the examinee and be approved by the institution.

c. Use of Assistive Devices

Students shall be permitted to use assistive technology or devices (e.g., hearing aids, magnifiers, screen readers, Braille devices) during the examination, provided such usage is recommended in their medical or functional assessment reports.

d. Separate Seating Arrangement

Students with physical or sensory impairments shall be accommodated in barrier-free and accessible examination rooms, preferably on the ground floor, with adequate lighting, ventilation, and space for movement.

### e. Exemption from Certain Paper Types (if applicable)

Students with specific disabilities may be exempted from language or oral papers (e.g., second language or viva-voce) upon recommendation and approval from the competent authority. Alternative assessment methods may be provided.

f. Reader or Interpreter Facility

In cases where the student is visually impaired or has reading difficulties, a reader may be permitted to read the question paper aloud. For hearing-impaired students, instructions may be written and repeated clearly to ensure comprehension.

g. Confidentiality and Dignity

All procedures and interactions involving PwD students will be carried out with strict confidentiality, respect, and in a manner that upholds the dignity and independence of the student5.
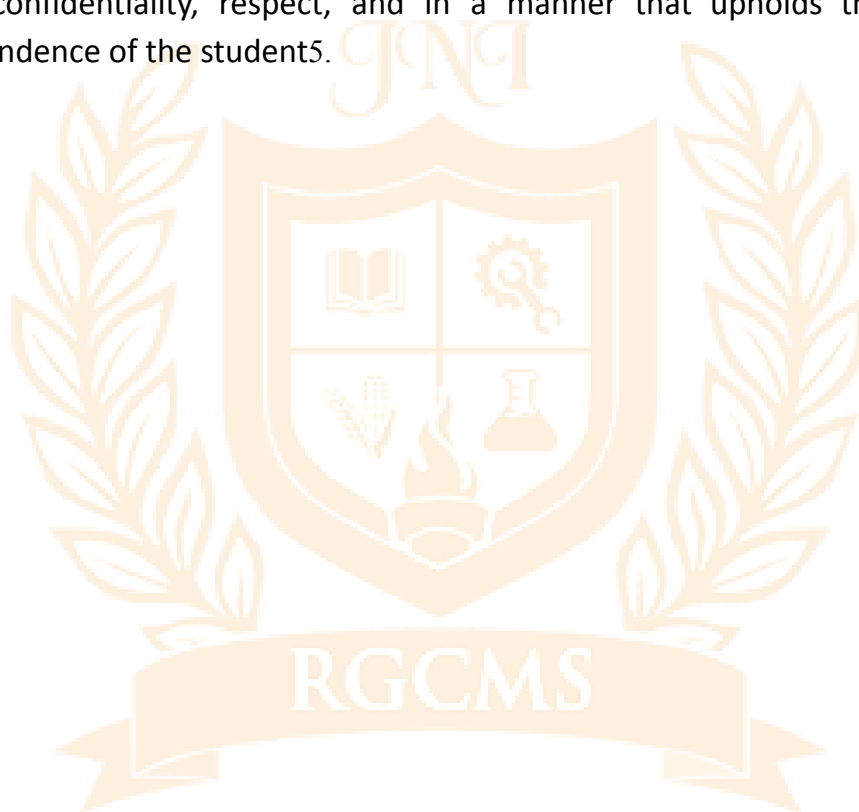
5. Training & Placement at RGCMS

The Training and Placement Cell plays a vital role of ensuring employability of students by imparting placement training through identification of industry requirements. It is responsible for maintaining and establishing contacts with reputed firms and industries for their recruitment needs and facilitating placement and recruitments for the students by organizing pool campus interview, Job mela etc. T&P Cell also organizes career guidance programs, Mock Interviews, Group Discussions, and Communication Skills, Workshop etc. by identifying training needs of the students.

a. Eligibility Criteria for placement

To be eligible to participate in campus placement activities, students must fulfil the following conditions:

- **Minimum Attendance Requirement:**
  - Students must maintain a minimum of 75% attendance in all academic courses throughout the MMS program.
  - Students must also have a minimum of 75% attendance in all training, grooming, and placement-related sessions conducted by the institute.
- **Academic Performance:**
  - Students must clear all internal and external examinations and should not have any active backlogs at the time of placement.

6. Library

The RGCMS Library serves as a pivotal learning resource centre, offering open access, multimedia computers, and internet facilities. Its collection and services are designed to meet both curriculum requirements and advanced research needs in management studies.

a. Facilities and Resources:

- Library is fully computerized with application of Bar-code technology and well known Library management software namely SOUL.
- The software extends the facilities like Web-OPAC to search books and journals available in the library.
- Provide high-quality research and learning environments with easy access to scholarly collections in both physical and digital formats.
- The library houses a stacking room and an independent reading room with multimedia facilities.
- E-journals are available through DELNET subscription.
- Research support through e-resources and computer systems in the Multimedia room/Research lab.
- Library automation using E-Granthalaya Software, version 3.0, developed by NIC, featuring modules for acquisition, cataloguing, circulation, OPAC, serials control, and administration.
- Show the books and other materials which are being taken out of the library to the staff at the entrance counter.
- The librarian may recall any book from any member at any time and the member shall return the same immediately.
- Library borrower cards are not transferable. The borrower is responsible for the books borrowed on his/her card.
- Refreshment of any kind shall not be taken anywhere in the library premises.

b. Admission to Library:

Students are allowed to enter the library only on production of their authorized/valid Identity Cards.

c. Circulation Issue System:

Books will be issued on presentation of the library card along with the ID card. Students are instructed to check the books while borrowing and they will be responsible for any type of damage or mutilation noticed at the time of return.

7. Laboratory

- Lab users must sign in and sign out of the lab.
- Keep your bags in the space allotted.
- NO FOOD allowed in the lab.
- Students are expected to act in a professional manner in the computer lab.
- Please operate the equipment with respect and care.
- Activities in the lab that are considered by the lab aides to be abusive to the software, hardware, and\or personnel may result in expulsion from the lab and denial of future use of the lab.
- Software may be installed by Computer Labs staff only. Do not install any software on your own. Files not put on by Computer Labs staff will be routinely removed.
- Do not modify any software or files. Do not overwrite the operating system, modify the autoexec.bat or config.sys or any other system parameters.
- For any hardware, software or computer related queries please contact an aide.
- Copying software without appropriate authorization violates the laws.
- Any failure to follow these lab rules may result in the loss of your lab privileges.
- Priority will be given for course related use of computers in the lab.
- Students are prohibited to enter the lab unless authorized by the faculty.
- Scan pen drives before using them.
- Do not move any equipment from its original position.
- Save all work in an external storage device and not in the computer.
- Turn off the computer accordingly after use. Switch off all power supplies before leaving the lab.
- Internet facility is strictly for educational purposes only.
- All users should record the use of computers in the computer log book.
- The lab should be kept clean and tidy at all times.
- You must present your ID each time you enter a computer lab. If you do not have your ID, or you do not present it when entering the computer lab or when prompted by computer lab staff, you may be asked to leave the computer lab, even if you are using a computer.
- Lab staff are not responsible for any belongings left in the computer labs. Please make sure you take your belongings with you when you leave.

8. Code of Conduct

8.1   General Rules:

The rules and regulations set by a college are designed to maintain order and create a conducive environment for education. These rules are crafted by the management and principal of the institution to address various aspects of campus life, from academic conduct to student behaviour.

The rules for discipline and code of conduct may undergo modification, addition, omission or alteration as the principal deems fit and proper. In this regard the decision of the Director is final and binding.

8.1.1 Academic Code of Conduct

1. **Dissemination of Information:** Students should abide by guidelines, circular issued by the Institute from time to time. Student should read the notice displayed on the college notice board regularly. Students must check the notification on mail, website regularly.

2. **Assessments:** Submission of projects/internals is compulsory & any late-submissions are subject to penalty.

3. **Tutorials:** Students must attend tutorial classes for brushing up sessions. If the students are found to be lagging behind in certain subjects, course faculty will ask such to attend tutorial classes compulsorily so that the students to strive & make the required program and come at par with other students.

4. **Mentoring:** Students are expected to meet respective mentors at least twice in a term. This provision is meant to keep students' personal, professional growth on track, provide solutions to various queries & mentor them whenever possible.

5. **Attendance:** Students must attend all classes, tutorials, and practical sessions as per the schedule. Attendance is required on all working days of the institution. Minimum 75% attendance is required. Failure to meet the attendance requirements will result in detention from appearing in examinations. Submission of medical certificates or other documents will only be accepted to compensate for attendance shortages with permission of Director.

8.1.2 General Rules of Discipline

1. **Student membership:** To provide an opportunity for all the students to participate and contribute to the growth of the organization along with holistic learning of their own, student membership has been restricted. A student can't hold more than 2 positions as a Club/ committee secretary. In totality, the student can't be a part of more than 4 units of college in an academic year.

2. **Identity Cards**: Immediately after enrolment students should furnish three passport size photographs {6 cm x5 cm] of front pose, one of which will be used on identity card. The identity card should be kept with the student and should be produced whenever demanded. A fee of Rs. 100/ will be charged for issue of duplicate card.

3. **Discipline:** All the students are expected to maintain the decorum within and outside the classroom, library, computer lab, seminar hall, auditorium and to observe the rules prescribed from time to time, they are also expected to show politeness and courtesy of speech, as well as observe cleanliness of self & the vicinity. Any reported or observed objectionable conduct within or outside the institution on the part of student would make him/her liable for disciplinary action.

4. **Breach of Discipline:** Any student who is persistently insubordinate of repeatedly or wilfully mischievous or is guilty of malpractice in connection with the examination or has committed any act of serious indiscipline or misbehaviour or who, in the opinion of the Director has adverse influence on his fellow students may be expelled permanently or removed from the rolls for a specified period by the Head of Institution.

5. **Dress and Appearance:** Students are expected to adhere to a formal dress code as mandated by the institution. Students with any un-desired hair style or dressing style, which is considered not in formal attire, are not allowed to enter the premises or remain in the campus.

6. **Social media conduct:** Clear instructions on students representing the college on social media emphasizing respect, accuracy & responsibility. Disciplinary consequences for policy violation including suspension. The following actions are strictly prohibited: Posting offensive, defamatory, or discriminatory content. Sharing misleading or false information about the college or its members. Using college logos, branding, or official imagery without permission. Disclosing confidential, academic, or administrative information.

7. **Disturbance by irrational noise:** The use of ipods, mobile phones, and musical instruments, etc. is not allowed in campus. This rule aims to prevent any noise disturbances that could disrupt academic and other activities.

8. **Smoking Prohibition:** Smoking is strictly prohibited in the classrooms and college premises.

9. **Institution Property:** Severe penalty will be imposed when a student is found mis using lights & air conditions; mishandling furniture or equipment, writing on walls or causing damage to the building or property of the institution.

10. **Forming Association:** No society or association may be formed nor any union be made in the Institution without the prior permissions of the Director.

11. **Invitation to Outsiders:** No one shall be invited to enter the campus or address the students without prior permission from the Director.

12. **Action against Ragging:** RGCMS strictly complies with all the directions of the AICTE notification regarding Regulations for prevention and prohibition of ragging in AICTE approved Technical Institutions vide No. 37-3/ Legal/ AICTE/ 2009 dated 01.07.2009 based on the powers granted to AICTE by Honourable Supreme Court in SLP No. 24295 of 2006 dated 16- 05-2007 and in Civil Appeal number 887 of 2009, dated 08-05-2009, to prohibit, prevent and eliminate the scourge of ragging, in exercise of the powers conferred under Section 23 read with Section 10 (b), (g), (p) and (g) of AICTE Act, 1987. Any ragging activity found inside the campus, college will take the strict disciplinary action.