

UNIVERSITY OF MUMBAI



**Restructured & Revised Syllabus under Credit
based Semester and Grading Systemfor
Master of Management Studies (MMS)**

**2 Years full-time Master's Degree Coursein
Management**

(Effective from the academic year 2016 – 2017)

Evaluation System: MMS

Years full-time Master's Degree Course in Management

Scheme of Assessments for Subjects of 100 Marks

The Semester End Examination is conducted for 60 Marks.

Internal Assessments is conducted for 40 Marks.

A Student has to separately secure minimum 50% marks in Internal Assessment and End Term Assessment in each course to be declared as Pass.

The allocation of 40 marks shall be on the following basis: -

Internal Continuous Assessment – (IA) - 40 marks

a. Class test – 20 marks

Duration of Class Test: 1 hour NO RE-EXAMINATION

b. Attendance / Class Participation – 10 marks

c. Project/Assignment/ Presentations – 10 marks

Note: A Student has to separately secure minimum 50% marks (i.e., 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e. 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for End Term Examination (Select ANY ONE Pattern Only.)

Total Marks – 60

Pattern A

- **Q 1 Case Study (500 to 800 words) 20 Marks.**
- **Attempt any four of the remaining six questions i.e., from Q No. 2 to 7 (10 marks each)**

Pattern B OR

1. One full length case that covers all the course outcomes and Units.

2. Case (Without Questions) to be given in advance to the students for them to read & understand.

3. Questions for the case to be given to the students on examination day through examination

department.

4. Questions should be elaborative enough to cover Two and half hours to Three Hours for every

assessment through this method six questions can be asked.

5. Every Question should be mapped to the Course Outcomes. Most of the course outcomes should be covered.

MMS Revised Guidelines under Credit Based Semester and Grading System:

(10 point grading system)

EXAMINATION / ASSESSMENT AND GRADING

Semester wise performance assessment of every registered learner is to be carried out through various modes of examinations. These include Internal Assessment and End Semester Examination. Internal Assessment includes class tests, home assignments based on live problems, course projects either in a group or individually. The modes of evaluation and distribution of weightage for each of the assessments is given in the syllabus manual of the Programme. Normally weightage of Internal Assessment and End Semester Examination is 40 and 60 percentage respectively.

Mode of Assessment/Evaluation

Mode of Evaluation for Theory Course:-

The various modes of assessment used for rating learners' performance in a theory course include

1. Internal Assessment and End Semester Examination. Relative weightage for Internal Assessment is typically 40 percent and will be evaluated by the faculty as per his/her Teaching Learning Plan submitted at the beginning of the academic year.
2. The end semester examination will be held at the end of the Semester planned by the Institute and the relative weightage for this would be 60 percent. It is normally of 3 hours duration and will cover the full syllabus of the course. **The end semester examination is mandatory.** The **grade** for **theory courses** can be **awarded** only after **successful completion** of both **Internal Assessment** and **End Semester Examination** of the respective course.

Mode of Evaluation of Projects

If the performance of a student is to be evaluated through Project work for any course since for a subject like "Creativity & Innovation" the Internal Examination OR End Term Examination (written) may not be suitable method of evaluation then the project evaluation to be done as per the following guidelines keeping the ratio of Internal and End term Examination intact to 40 and 60 respectively.

The learner (individual / Group) to be given a **Project** – (Problem or a situation) for which he needs to Prepare the solution. This Project is to be graded, at the end of the respective semester. The projects are supervised or guided, and need regular interaction (atleast once a week) with the mentor/guide. Project group has to submit a project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute. The project report will not be accepted if students fail to complete the project successfully and submit on or before the deadline given for the project submission. The **grade** for **Project** can be awarded only after **successful completion of Term Work and Oral Presentation / viva-voce** as per the schedule.

For Example, if a faculty wants to evaluate the learners' performance through a project for 100 marks. He can devise the marks allocation as 40 marks for “the conceptual understanding of the Topic, Introduction and methodology he wishes to adopt and 60 marks for the actual data collected, usage of methodology he thought of , preparation and presentation of the report with conclusions and presentation to the panelists.

Another example is a subject, “Developing Teams and Effective Leadership”. These skills should be learnt by doing rather than by learning theory and writing examination. Therefore, an institute offering this subject may evolve a suitable method of evaluation and break it into internal and end semester evaluation.

Grading of Performance

Letter Grade and Grade Point Allocation

The Revised Credit and Grading System will be effective from the academic year 2016-2017 for the Faculty of Management of University of Mumbai. In every Course, based on the combined performance in all assessments, in a particular Semester as per the curriculum/syllabus, the student is awarded a letter grade. These letter grades not only indicate a qualitative assessment of the learner's performance but also carry a quantitative (numeric) equivalent called the Grade Point. The letter grades and their equivalent grade point applicable for **MMS** program are given below:

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.

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	

SGPA/ CGPA Calculation

Semester Grade Point Average (SGPA)

The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA). 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:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

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:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4*\text{ZERO} + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

Cumulative Grade Point Average (CGPA)

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. The CGPA therefore considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for. The CGPA is calculated at the end of every semester to two decimal places and is indicated in semester grade report cards. 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.

Example: Up to semester **r** a learner has registered for **n** courses, among which s/he has “**F**” grade in **ith** course. The semester grade report at the end of semester **r** therefore will contain a CGPA calculated as:

$$\text{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \dots C_i*\text{ZERO} + \dots + C_nG_n}{C_1 + C_2 + C_3 \dots + C_i + \dots + C_n}$$

Even if a learner has **failed** in a course **more than once**, the course will figure **only once** in the **numerator** as well as the **denominator**. At the end of semester **r+1** s/he has appeared for examination for **k** number of courses including the **ith backlog course** and has cleared all the courses including the **backlog course**, the CGPI at the end of this semester is calculated as,

$$\text{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \dots C_i*G_i + \dots + C_nG_n}{C_1 + C_2 + C_3 \dots + C_i + \dots + C_n}$$

There will also be a **final CGPA** calculated which considers **all the credits earned** by the learner specified for a particular Programme.

Illustration of Computation of SGPA and CGPA

i. 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

$$\text{SGPA (Si)} = \Sigma(C_i \times G_i) / \Sigma C_i$$

where C_i is the number of credits of the i th course and

G_i is the grade point scored by the student in the i th course.

ii. 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 programme, i.e.

$$\text{CGPA} = \Sigma(C_i \times S_i) / \Sigma C_i$$

where S_i is the SGPA of the i th semester and

C_i is the total number of credits in that semester.

iii. 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 Semesters i.e Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table given below:

Grade Table: - Grade Allocation under 10 point grading scale in CBSGS.

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	

Example to illustrate the computation of SGPA and CGPA

Semester I

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	95	O	10	4	40	$SGPA = 108/16$ $= 6.75$
Sub-2	59	C	5	4	20	
Sub-3	59	C	5	4	20	
Sub-4	68	B+	7	4	28	
Credits Earned				16	108	
Remarks:					Grade: B+	Range 65-69.99

Semester II

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	60	B	6	4	24	$SGPA = 120/16$ $= 7.50$
Sub-2	65	B+	7	4	28	
Sub-3	66	B+	7	4	28	
Sub-4	80	O	10	4	40	
Credits Earned				16	120	

Remarks: Successful	Grade: B+	Range 65-69.99
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Semester III

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	62	B	6	4	24	SGPA = $\frac{128}{16}$ = 8.00
Sub-2	68	B+	7	4	28	
Sub-3	85	O	10	4	40	
Sub-4	78	A+	9	4	36	
Credits Earned				16	128	
Remarks: Successful					Grade: A	range 70-74.99

Semester IV

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	89	O	10	4	40	SGPA = $96/12$ = 8.00
Sub-2	63	B	6	4	24	
Sub-3	72	A	8	4	32	
Credits Earned				12	96	
Remarks: Successful					Grade: A	range 70-74.99

Calculation of CGPA

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA = $452/60$ = 7.53	Grade: A range 70-74.99
II	7.5	16	120		
III	8	16	128		
IV	8	12	96		
Total Credits Earned		60	452		

Heads of Passing

Internal Assessment (IA) and End Semester Examination (ESE) should be two separate heads for passing. E.g. 40 marks (IA), 60 marks (ESE). Passing standard will be 50% in each individually, i.e 20 marks in (IA) and 30 marks in ESE.

3.6 Promotion of Learner and Award of Grades

A learner will be declared **PASS** and be eligible for **Grade** in M.M.S. course (**Post Graduate Programme**) if a learner secures **at least 50% marks separately in each head of passing** as Mentioned above.

Report Card will contain only Grades and no numerical marks.

At the end of each Semester the Grade card which states the performance of the learner in that Semester, is prepared and issued to the learner. The Grade Card will contain the courses undertaken by the learner, credits of each course, Grade obtained by the learner and SGPA / CGPA in the format given by the University.

Carry Forward of Marks

In case of a learner who does not fulfill criteria mentioned in section 3.4 and fails in the **Internal**

Assessment and/or **End Semester Examination** in one or more courses:

- A learner who **PASSES** in the **Internal Assessment** but **FAILS** in the **End Semester Examination** of the course shall reappear for the **End Semester Examination** of that course. However his/her marks of the **Internal Assessment** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.
- A learner who **PASSES** in the **End Semester Examination** but **FAILS** in the **Internal Assessment** of the course shall **reappear** for the **Internal Assessment** of that course. However his/her marks of the **End Semester Examination** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.

Re-examination of Internal Assessment and End Semester Examination

Re-examination for **Internal Assessment** and **End Semester Examination** should be completed, as per the schedule planned by the respective institutes, before the commencement of next semester theory examination.

Example: A learner who is supposed to reappear for *Internal Assessment or End Semester Examination* in semester-I course will appear for the re-examination before commencement of End Semester Examination of semester -II. However, if a learner has to appear for the re-examination for a subject in semester II then the examination should be conducted and the result should be declared by the institute before the examination forms for the semester III are sent to the University.

Re-examination of Internal Assessment will be based on single examination having same marks as of original assessment. A learner who supposed to reappear for Internal Assessment will be given some work by the concerned teacher. The work assigned can be of the form of a course project/ assignment problems/ test/ tutorials etc. A learner will do the submission of the assigned work in the predefined period. Records should be maintained properly for all the re-examinations as well as Internal Assessments.

Rules for Standard of Passing and Allowed to Keep Terms (ATKT)

1. Under the newly introduced credit based grading system of MMS programme, 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. internal examination and external examination, as per the standard of passing.
2. Learner(s), who do not obtain minimum 50% marks in subject(s)/paper(s)/course(s) either in the internal assessment or in the external examination or both, shall be declared as “Fail” as per the standard of passing of examination.
3. A learner failing in not more than two subjects/papers/courses in the Semester I exam shall be allowed to keep terms in Semester II of the MMS programme.
4. A learner who has failed in more than two subjects/papers/courses in the Semester I exam, shall not be permitted to proceed to Semester II of his/her first year MMS programme. He/ She will, however, be eligible to re – appear for the subjects in which he /she has failed in the first semester by re – registering himself/herself in the supplementary examination to be conducted by the institute.
5. A learner who has passed in both the semester examinations conducted by the institute i.e.: Semester I and Semester II examinations shall be eligible for admission into Semester III of the MMS programme.
6. A learner failing in not more than two subjects/papers/courses in the Semester III examination shall be allowed to keep terms in Semester IV of the MMS programme.
7. A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of his/her second year MMS programme. He/She will, however, be eligible to re – appear in the subjects in which he /she has failed

in the third semester by re – registering himself/herself in the supplementary examination to be conducted by the institute/university or both.

8. 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.
9. A learner who has not appeared in the internal examinations conducted by the institute for due to hospitalization shall as a special case be permitted to appear in those subject(s)/course(s)/paper(s) in the supplementary examination conducted by the institute after he/she furnishes a valid medical certificate certified by the rank of a civil surgeon or superintendent of Government hospital to the satisfaction of the Principal/Director of the institute.

SEMESTER EXAMINATIONS

The MMS degree Programme under the new credit based grading system 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.