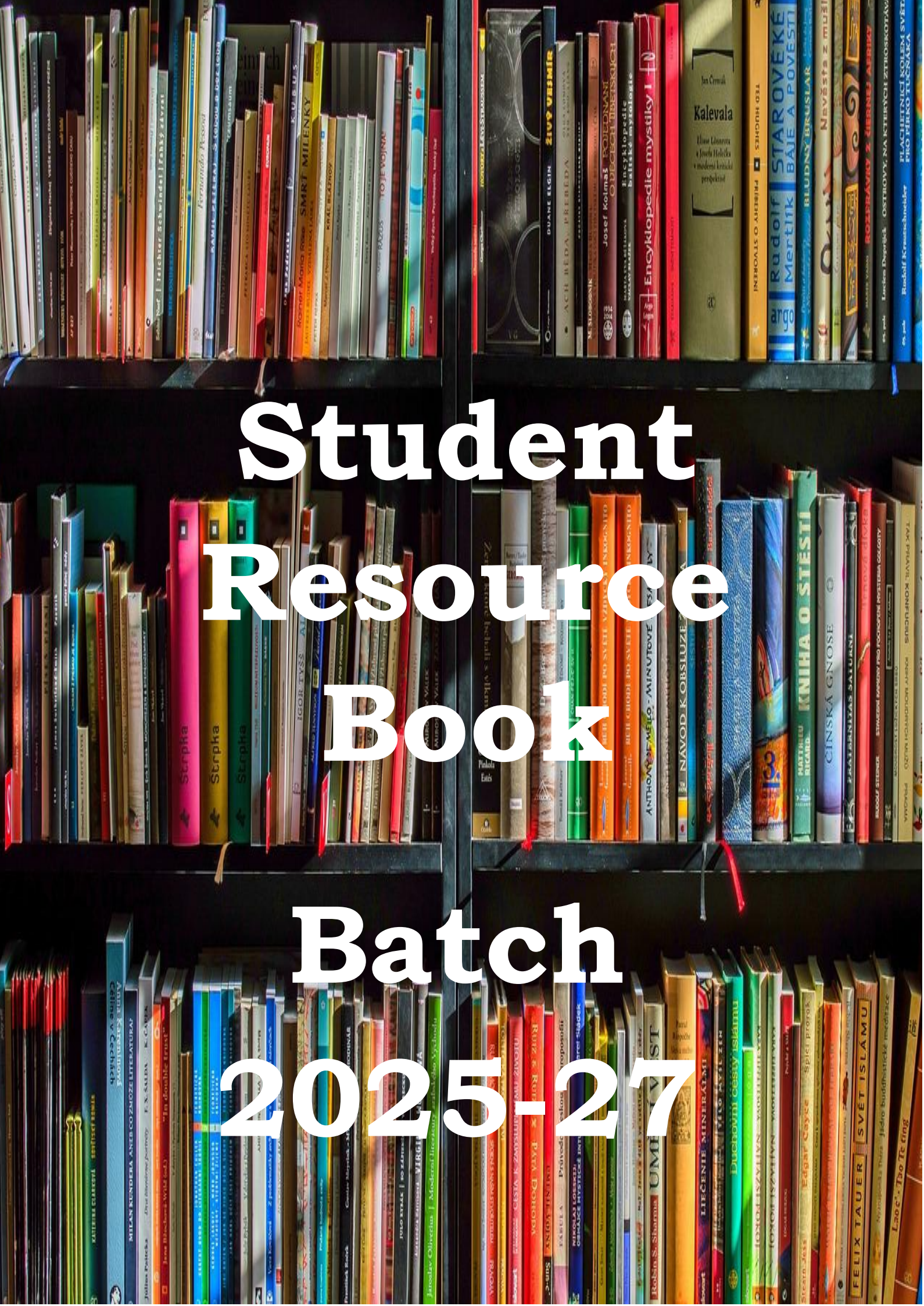




Student Resource Book

Batch 2025-27

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About the Institute

Welcome to Vivekanand Education Society

Vivekanand Education Society (VES) runs 26 institutions in the vicinity of Chembur. The Society's aim is to impart quality education to all including the economically backward classes thereby playing an important role in the progress of our country, vision of Shri Hashu Advani, a great social worker.

All institutions are located in Kurla and Chembur, a lush green suburb convenient to travel from any part of Mumbai. Today, VES has a vibrant community of native students, faculty, staff, and alumni.

Over 24,000 students enroll for pre-primary, primary, secondary, higher secondary schools, graduate and postgraduate colleges, higher educational institutions like engineering, management, pharmacy, law, polytechnic, architecture & business school. VES believes in the overall development of its students and hence has a dedicated leadership academy, sports academy, music academy, catering & craft center, and vocational guidance institutes. VES provides, for its out-station students, separate hostel facilities for girls and boys.

VES strictly follows and strongly believes in – No management quota, no capitation fees or donations in any form, it's pure learning and sharing continuing to work for academic excellence.

For More Information: <https://ves.ac.in/about-us/>

About VESIM: A Legacy of Excellence

Founded in 1962, Vivekanand Education Society (VES) has been a pioneer in providing quality education to students from all walks of life. With a strong foundation in humanistic values, VESIM has consistently produced skilled and socially responsible business leaders.

Key Highlights:

- **Rich Heritage:** A legacy of over 60 years of excellence in education.
- **Diverse Programs:** Offers a range of programs to cater to diverse student aspirations.
- **Experienced Faculty:** A team of highly qualified and experienced faculty members.
- **State-of-the-Art Infrastructure:** Modern facilities to enhance the learning experience.
- **Strong Industry Connections:** A robust network of industry partners for internships and placements.
- **Focus on Holistic Development:** Emphasis on both academic and personal growth.

By combining academic rigor with practical experience, VESIM empowers its students to succeed in the dynamic business world.

About MMS Programme

Vivekanand Education Society Institute of Management Studies and Research (VESIM) offers the Masters of Management Studies (MMS) program. MMS is a two-year, full-time management program, spread over four semesters (two per year), and approved by AICTE, Govt. of India, and recognized by the University of Mumbai. The program has received NBA accreditation for academic years 2016-2017 to 2018-2022.

For Admission in MMS via DTE CAP, choose our Institute by filling in choice code: MB-311010210

Program Objectives

VESIM's MMS program has been designed with the following objectives:

To transform the students into industry-ready managers by equipping them with all relevant knowledge, and analytical skills, and honing their decision-making power, along with sensitizing them towards social issues.

To create a self-awareness among students about their strengths, weaknesses, and diverse influence factors that will enrich their lives, and guide them throughout their career.

Value Proposition

An eclectic mix of faculty comprising various well-known academicians, and corporate professionals from the public and private sector, who share their knowledge and valuable corporate experiences.

Unique pedagogy that is focused on the learner and based on outcomes.

Case studies of Indian and international businesses that provide excellent learning opportunities to students, and help them understand current business problems.

Projects, presentations, role plays and corporate interactions that help students to improve their interpersonal relationships, group dynamics, and gain a competitive advantage.

Summer internship and project at reputed organizations that enable students to understand the actual functioning of the corporate organization.

Eligibility & Intake

As per guidelines of Mumbai University and DTE, Mumbai, State of Maharashtra

Any issues related with the eligibility shall be decided by the DTE / Competent Authority.

Intake : 300 (151 seats are reserved for Sindhi minority candidates)

Vision and Mission

Vision

To be amongst the most preferred institutes for higher management education in India with a global outlook.

Mission

- To develop socially responsible managers and entrepreneurs well grounded in theory and real-world application, who can lead in their respective field.
- To develop an institute that emphasizes on research and innovation with cutting edge technology with an approach of high impact international dimension.
- To develop faculty capable of synthesizing, creating knowledge and communicating with industry, peers, alumni and students.

Values

- To impart quality education and contribute towards character building.
- Delivery of contemporary courses that nurtures holistic development with professional integrity and social consciousness.
- Inculcating consciousness of social needs, fair, transparent and ethical standards in all practices towards personal and professional conducts.
- Encouraging innovative approaches to promote inclusive growth.

Director's Message

Dr. Vijay T Raisinghani

I extend a hearty welcome to you on behalf of Vivekanand Education Society's Institute of Management Studies & Research (VESIM). We, at VESIM, are committed to creating an environment for nurturing leadership skills in students through innovative and proven pedagogy. To achieve this, we have always pursued a multidisciplinary approach that focuses on market trends, technologies, corporate ethics, and core values that contribute to all round development of a student.

I assure you that your tenure at VESIM will prepare you for a challenging and rewarding career in the future. Every minute you spend at the campus will equip and empower you to withstand storms in your professional and personal lives. Our hardworking faculty members have always tried their best to impart quality education with the sole aim of helping you become a qualified management graduate, and future-ready manager. In addition to that, we have a strong network of alumni who work closely with us to motivate students. The guest lectures, personality development and personal mentorship programs conducted by alumni, as well as thought leaders, have helped to enrich the learning experiences of the students at VESIM.

We strongly emphasize on 100% experiential learning. Besides the regular studies, students are encouraged to participate, organise and host extracurricular activities such as intercollege debates, HR summit, etc. Regular interaction with industry experts and thought leaders, have tremendously helped our students to make their distinct mark in various areas of corporate governance.

I am extremely confident that your time at VESIM would be enjoyable and memorable.

Best Wishes

Dr. Vijay T Raisinghani

**Director
VESIM**

Teaching and Non Teaching Details

Teaching			
Sr. No.	Name of the Employee	Designation	Email Id
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15	Dr. Anju Motwani	Assistant Professor	anju.motwani@ves.ac.in
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17	Prof. Rupeshkumar Siyodia	Assistant Professor	rupeshkumar.siyodia@ves.ac.in
18	Dr. Neha Verma	Assistant Professor	neha.verma@ves.ac.in

Non-Teaching

Sr No.	Name of the Employee	Designation	Email Id
1	Dr. Vivek Prabhu	Registrar	vivek.prabhu@ves.ac.in
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24	Ms. Shruti Chile	Jr. Clerk	shruti.chile@ves.ac.in

Student Guidelines

The Attendance Committee is a regulatory body of Vivekanand Education Society's Institute of Management Studies and Research, Chembur, Mumbai. Mumbai University's new ordinance O.6086 relating to learners' attendance has been introduced as per the Appendix and brought into effect from the academic year 2014-15 and thereafter.

Attendance Policy

1. **Minimum Attendance Requirement:** According to the Mumbai University ordinance O.6086, No. UG/01 of 2014, students must have a minimum attendance of 75% (percentage) to be eligible to appear for the end-term examination of the respective semester. The remaining 25% is to make up for medical leaves, Family functions, Family emergencies, etc. Further, it is mandatory for every learner to have a 50% attendance for each course, and average attendance must be more than 75%.
2. **Medical consideration for exceptional cases:** The attendance policy will consider genuine reasons for absence, such as serious family crisis issues. Students are required to provide a valid medical certificate and other relevant proof.
3. **Students' participation in co-curricular activities**, such as industrial visits, field visits for academic events, and seminars, will be considered an exemption for attendance approved by the concerned faculty head of the event coordinator faculty and well-informed to the Academic Coordinator.
4. **Participation in extracurricular activities:** Participation in in-house or intercollegiate extracurricular activities will be considered an exemption from attendance for a maximum of 2 events per semester per student. The student has to submit the approved letter or get permission from the faculty coordinator and inform the Academic Coordinator.
5. **Display of Attendance records**
 - Attendance records will be shared with students on a regular basis during the term.
 - The defaulter list will be disseminated on a monthly basis on a notice board to highlight the defaulter students.
 - Students should meet their respective subject faculties to ensure that their attendance is maintained.
 - The institute will send Letters/emails to the parents of defaulter students.
6. **Consequences of Low Attendance:** If a student's average attendance falls below 75% and /or attendance of any course falls below 50%, then the student will be detained from the examination.

MID TERM EXAM		
Courses below 50%	Average	Action Taken
All	< 75 %	Debar in All subjects
N number	> 75%	Debar in N subjects
None	< 75%	Two courses having the lowest Attendance

END TERM EXAM		
Courses below 50%	Average	Action Taken
All	< 75 %	Debar in All subjects
N number	> 75%	Debar in N subjects
None	< 75%	Two courses having the lowest Attendance

Placement Policy

Placement is the key component of success for any professional course and VESIM gives utmost priority to ensure quality placement. The placement team of VESIM is dedicated to let their probable managers get the best of opportunity. The corporate connect is given significant importance to ensure a bright start of a student's career. The placement team ensures to have the employability skill of students and for that they conduct various activities to give all round exposure to the students.

To boost place ability VESIM adopts Career Guidance & Placement Team (CGPT) as their guiding path. This CGPT comprises placement managers, student representatives, faculty members, and alumni, who work in coordination to help students to develop their employability. They host a number of events throughout the academic year which facilitates the students to become industry ready.

Objectives

Student Development Workshops: To optimize the student's strengths and manage their limitations, both personally and professionally.

Employability Skills Enhancement Programs: To teach and integrate the appropriate skills needed from an employer's perspective.

Summer Internship Program: A collaboration with companies so that the students surpass expectations, contribute value to organisational productivity, and secure pre-placement offers.

Industry Expert Interaction- To upgrade the students' market knowledge and keep them updated about the latest industry trends.

Corporate Career Counselling: Enabling students to choose the right career path, set and achieve actionable goals to improve their life at work.

Short Term Live Projects: To expose students to a practical working environment, test their skills, and use what they learn to accomplish organisational goals.

MoU's with Corporate/Industry: Partnering initiatives based on training, placement, internship, visits, student enlightenment, live projects and other areas of symbiotic association

Institute Industry Interface initiatives to bridge the gap between industry and academia.

HR Meets: To educate students about corporate expectations and the hiring processes used.

Training & Development: Addressing students' training needs, from spoken English to corporate communication skills, leadership and personality development, stress and time management, to the improvement of employability skills and emotional intelligence.

MMS Curriculum

Year	Level	Semester	Major		R M	OJT/ F P	R P	Cu m. Cre.	Degre e / Diplo ma
			Mandatory (Sub.*Cr.)	Elective (Sub.*C r.)					
		Semester I	22 (3*4+5*2)	4 (2*2)	-	-	-	26	PG Diploma in Manage ment after 3 year UG Degree
		Semester II	14 (2*4+3*2)	4 (2*2)	4	4	-	26	
Cumulative Credits FY			36	8	4	4	-	52	
Exit Option: PG Diploma with additional 4 credits of OJT									
		Semester III	6 (1*4+1*2)	12 (6*2)	-	8	-	26	PG Degree after 3 year UG Degree
		Semester IV	6 (1*4 + 1 Seminar *2)	12 (3*4)			8	26	
Cumulative Credits SY			12	24	-	8	8	52	
Cumulative Credits FY+SY			48	32	4	12	8	104	

FY MMS Syllabus Outline

Semester I					
Mandatory Courses					
Sr. No.	Course Type	Course	Number of Credits	Number of 90 minutes sessions	IA / UA*
1	Mandatory - General Management	Fundamentals of Management Theory and Practice	2	20	IA
2	Mandatory - Quantitative Techniques	Business Statistics	2	20	IA
3	Mandatory - Economics	Managerial Economics	2	20	IA
4	Mandatory - Finance	Financial Accounting for Business	2	20	IA
5	Mandatory - Human Resource	Organizational Behaviour	2	20	IA
6	Mandatory - Marketing	Fundamentals of Marketing	4	40	IA
7	Mandatory - Operations	Operations Management	4	40	IA
8	Mandatory - Systems	Information Technology for Business	4	40	IA

Elective Courses (Any Two)					
1	Elective	Managerial Communication	2	20	IA
2	Elective	Creativity and Design Thinking	2	20	IA
3	Elective	Legal and Tax Aspects of Business	2	20	IA
4	Elective	Bhartiya Management	2	20	IA

***IA – Internal Assessment; UA – University Assessment**

Semester II					
Mandatory Subjects					
Sr. No.	Course Type	Course	Number of Credits	Number of 90 minutes sessions	IA / UA*
1	Mandatory - General Management	Business Research Methods	4	40	IA
2	Mandatory - Finance	Corporate Finance	4	40	IA
3	Mandatory - Human Resource	Human Resource Management	4	40	IA
4	Mandatory - Marketing	Application of Marketing Theory and Practise	2	20	IA

5	Mandatory - Operations	Decision Models in Management	2	20	IA
6	Mandatory - Systems	Information Systems and Digital Transformation	2	20	IA
7	OJT / Field Project	OJT / Field Project	4	-	IA
Electives – Any Two					
1	Elective	Entrepreneurship Management	2	20	IA
2	Elective	Economic Environment and Policy	2	20	IA
3	Elective	Business Analytics	2	20	IA
4	Elective	Cost and Management Accounting	2	20	IA
5	Elective	Foundations of Strategy	2	20	IA

***IA – Internal Assessment; UA – University Assessment**

Semester I:

1. Basic Software Tools: MS Excel & Advance Excel
2. Personality Development, Grooming & Presentation Skills Training

Semester II:

1. Advanced Software Tools: Power Bi, Tableau, R Programming, SPSS
2. Social Media Marketing

(I) 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 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	

(I) 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:

$$\text{SGPA} = \frac{C1G1 + C2G2 + C3G3 + C4G4 + C5G5}{C1 + C2 + C3 + C4 + C5}$$

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:

$$\text{SGPA} = \frac{C1G1 + C2G2 + C3G3 + C4 \times \text{ZERO} + C5G5}{C1 + C2 + C3 + C4 + C5}$$

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 learners have enrolled for.
- The CGPA will be calculated for the completed academic year/s as follows:
 - Semester I & II
 - Semester I,II,III & IV
- 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:

Computation of SGPA and CGPA:

- 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. $SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$

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.

- 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.

$$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and

C_i is the total number of credits in that semester.

- 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	

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	58	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	5966	B+	7	4	28	
Sub -4	80	O	10	4	40	
Credits Earned				16	120	
Remarks: Successful					Grade: B+	Range 65-69.99

Calculation of CGPA (Semester I & II)

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA = $228/36 = 6.33$	Grade: B
II	7.5	16	120		
Total Credits Earned		36	228		Range 5.51 – 6.50

Semester III

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	CI*Gi	SGPA
Sub - 1	62	B	10	4	24	SGPA = $128/16 = 8.00$
Sub - 2	68	B+	5	4	28	
Sub - 3	85	O	5	4	40	
Sub - 4	78	A+	6	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 I, II, III & IV)

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

(II) Standard of Passing & ATKT:

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. internal examination and external examination, 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 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 program.
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 program. Learner will, however, be eligible to re – appear for the subjects in which learner 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 program.
6. A learner for being eligible for admission to Semester III must have passed both the Semester I and Semester II examinations.
7. 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 program.

8. 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 program. Learner 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.
9. 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.
10. 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 learner 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 I Examination:

1. A learner will be declared to have passed the Semester I examination if the learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.
2. For a course of 100 marks, the learners shall obtain a minimum of 50% marks i.e 20 out of 40 in the Internal Assessment and i.e 30 out of 60 in the Semester End examination separately.
3. For a course of 50 marks, the learners shall obtain a minimum of 50% marks i.e 10 out of 20 in the Internal Assessment and 15 out of 30 in the Semester End examination separately.
4. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall at his option be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute.

Semester II Examination:

1. A learner who has passed in all the paper(s)/subject(s)/course(s) of his semester I examination shall proceed to semester II of the MMS program.
2. A learner failing in two or less than two subjects/papers/courses in Semester I examination shall be allowed to keep terms into Semester II of the MMS program. Learners will however be required to pass in those respective subjects/papers/courses (two or less) in the supplementary examinations, to be held by the institute. Such supplementary examination for Semester I shall be held before the first week of April, as per the schedule of the individual institution.
3. A learner who has failed in more than two subjects/papers/courses in Semester I, shall not be permitted to proceed to Semester II of the course. Learners will, however, be eligible to re – appear in the subjects in which the learner has failed, in the supplementary examination of Semester I to be conducted by the institute. Such supplementary examination of Semester I can be held as per the institute's schedule before April of the academic year.
4. A learner will be declared to have passed the Semester II examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.
5. For a course of 100 marks i.e (60+40), the learners shall obtain a minimum of 50% marks in the Internal Assessment i.e 20 out of 40 marks and 30 out of 60 marks in the Semester End examination.
6. For a course of 50 marks i.e (30+20), the learners shall obtain a minimum of 50% marks in the Internal Assessment i.e 10 out of 20 marks and 15 out of 30 marks in the Semester End examination.
7. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall at his option be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute.

Semester III Examination:

1. A learner for being eligible for admission to Semester III must have passed both the Semester I and Semester II examinations
2. A learner failing in two or less than two subjects in Semester I or Semester II or both (Semester I and Semester II taken together), shall be required to re-appear in the supplementary examination and pass. Such supplementary examinations can be held for Semester I and for Semester II, as per individual institution's schedule before April/May or commencement of Semester III and upon passing of which, the learner will become eligible to enroll for the Semester III MMS Program.
3. A learner who has failed in more than two subjects/papers/courses in Semester II or Semester I and Semester II taken together, shall not be permitted to proceed to Semester III of the course. Learners will, however, be eligible to re – appear in the subjects in which the learner has failed, in the supplementary examination of Semester I and/or Semester II to be conducted by the institute. Such supplementary examinations can be held as per the institute's schedule before April/May for Ist Semester and before November/December for IInd Semester of the academic year.
4. A learner will be declared to have passed the Semester III examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.
5. For a course of 100 marks i.e (60+40), the learners shall obtain a minimum of 50% marks in the Internal Assessment i.e 20 out of 40 marks and 30 out of 60 marks in the Semester End examination.
6. For a course of 50 marks i.e (30+20), the learners shall obtain a minimum of 50% marks in the Internal Assessment i.e 10 out of 20 marks and 15 out of 30 marks in the Semester End examination.
7. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute/university.

Semester IV Examination:

1. A learner who has passed in all the paper(s)/subject(s)/course(s) of his semester III examination shall proceed to semester IV of the MMS program.
2. A learner failing in not more than two subjects/papers/courses in his/her Semester III examination shall be allowed to keep terms in Semester IV. Such learner will be required to pass in those respective subject(s)/paper(s)/course(s) (two or less) of semester III in the supplementary examinations of Semester III conducted by the Institute/ University.
3. 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 the course. Learners will however be eligible to re – appear in those subjects in which he /she has failed by re – registering himself/herself in the supplementary examinations to be conducted by the institute/university.
4. A learner failing in any subject(s) /paper(s) /course(s) in his/her Semester IV examination and shall be required to re-appear in the supplementary examinations conducted by the institute/university to pass in those subjects/papers/courses.
5. A learner will be declared to have passed the 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 Internal Examination & Semester End Examination as per the standard of passing.
6. For a course of 100 marks i.e (60+40), the learners shall obtain a minimum of 50% marks in the Internal examination i.e 20 out of 40 marks and 30 out of 60 marks in the Semester End examination separately as per the standard of passing.
7. For a course of 50 marks i.e (30+20), the learners shall obtain a minimum of 50% marks in the Internal examination i.e 10 out of 20 marks and 15 out of 30 marks in the Semester End examination separately.
8. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute/university.

9. To facilitate the convenience of students, who are employed on completion of their IVth Semester, but have failed in their Semester III and/or Semester IV University examinations, the University shall hold such examinations twice a year in the subjects/papers/courses that are assessed by the university. I.e. Semester III university examination shall be held in May along with Semester IV examination and Semester IV university examination shall be held in November/December along with Semester III examination.
10. A learner shall be declared to have passed his MMS degree course if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in Internal examination & 50% marks in External examination separately in Semester I, Semester II, Semester III and Semester IV examinations as per the standard of passing.
11. A learner who has passed in all the semester examinations of MMS degree shall not be allowed to re register himself/herself for improvement of his/her earlier semester results.
12. 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:

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.

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 Program) if a learner secures at least 50% marks separately in each head of passing as mentioned above.
- 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 above 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 learner 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 learner 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 semester III are sent to the University.
- Re-examination of Internal Assessment will be based on a single examination having the same marks as of original assessment. A learner who is supposed to reappear for Internal Assessment will be given course project/ assignment problems/ test/ tutorials etc., by the concerned teacher. 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):

- 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.
- Learner, who does 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.
- 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 program.
- 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 program. 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.
- To move to semester III a learner should not be failing in more than two subjects/papers/courses in the Semester I & II exam combined together.
- 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 program.
- 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 program. Learner 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.
- 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.
- 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 learner 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.

Suggested Question Paper Format

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

• 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: Case Study	20 Marks
Q2 to Q 6 • 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

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

• 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: Case Study	10 Marks
Q2 to Q 4 • Covering important of topics / concepts across syllabus • Mix of theoretical and quantitative questions based on	Each Question 10 Marks
requirement of the subject content. • COs to be mentioned against each question in Question paper	

Vivekanand Education Society

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- **VESIM Website Link:**
<https://vesim.ves.ac.in/>
- **LinkedIn:**
https://www.linkedin.com/uas/login?session_redirect=%2Fcompany%2F18052083%2F
- **YouTube:**
<https://www.youtube.com/channel/UCCHepdV5fzcQcKRLyZ21jBA/videos>
- **Instagram:**
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- **X.com:**
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Thank you