

# **MA (Social Innovation and Entrepreneurship)**

*Self-Financing Program*



**College of Social Work (Autonomous)  
Nirmala Niketan Institute  
(From AY 2022)**

## **Syllabus and Regulation for MA (Social Innovation and Entrepreneurship)**

*(Program Code: 502)*

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### **REGULATIONS**

R. 502 A: MA (Social Innovation and Entrepreneurship) shall be full time program and its duration shall be four semesters extending over a period of two academic years. Each academic year shall be divided into two semesters, coinciding with the two terms as announced by the College of Social Work/ University of Mumbai for every academic year.

R. 502 B: Semester/ Term End Examination for the MA (Social Innovation and Entrepreneurship) shall be held in FOUR parts, at the end of semesters I, II, III, and IV. The examinations of the all four semesters will be the responsibility of the college in compliance with University Rules.

R. 502 C: The degree of MA (Social Innovation and Entrepreneurship) shall not be conferred upon a candidate unless the candidate has passed in all the papers and in internship/ field work prescribed for the four semester in accordance with the provision of the assessment.

R. 502 D: A candidate for being eligible for term end examination should have required attendance of 75% in theory papers and 100% in internship/ field work.

R. 502 E: A candidate for being eligible for admission to the higher semesters of MA (Social Innovation and Entrepreneurship) degree must have kept required terms in the college in accordance with the requirements laid down by the Governing Board of the College/ University of Mumbai, and have undergone to the satisfaction of the principal of the college, the course of studies prescribed for the examination in the previous semesters.

R. 502 F: There shall be Continuous Internal Assessments for 40 percent of the total marks in each course.

R. 502 G: The internal assessments can be in the form of quiz, class test, assignment, seminar or project. For 100 marks paper, internal assessment shall be for 40 marks; and for 50 marks paper, internal assessment shall be for 20 marks.

R. 502 H: Term End Semester Examination for each course/ subject shall be for 60 percent of the total marks of the said course.

R. 502 I: Principal may request the concerned course teacher to hold a special continuous internal assessment (of one or more courses) for a student, within the same semester, under certain circumstances as notified in the Exam Policy of the College.

R. 502 J: To pass a theory course, a student is required to obtain a minimum of 40 percent marks allotted to the course, which includes CIA and Term End Semester Exams cumulatively. If a student fails to secure the required minimum 40 percent of the total marks then that student will have to reappear for the additional/ supplementary exams.

R. 502 K: Those students who do not register for the Additional Examination within the stipulated period (i.e 15 days of the declaration of the result) will not be permitted to appear for the concerned examination (s).

R. 502 L: To pass an Internship/Fieldwork/ Practicum Course, the student should obtain 40 percent marks. 100 % attendance in internship is required. A student failing in Internship/ Field Work shall have to make up the entire semester fieldwork

R. 502 M: Those students in MA-SIE who fail in upto 4 courses across both the semesters (excluding Internship/ Field Work) in an academic year, will be 'Allowed to Keep Terms' (ATKT) and appear for the Additional Examination(s) in the subsequent semester.

R. 502 N: Those students who fail in more than 4 courses across both semester in an academic year will be declared failed in that academic year. However, a candidate who has obtained 40 per cent or more of the full marks in Internship/ Field Work may claim exemption in Internship/ Field Work.

R. 502 O: Eligibility and Allied Aspects

- a) Eligibility: Any Graduation with 45% cumulative average (including all years of UG program)
- b) Selection: Entrance Test, followed by Group Discussion and Personal Interview
- c) Medium of instruction: ENGLISH
- d) Instruction Methodology: Andragogy will be followed with facilitated content, group discussion, case analysis sessions, visits, seminar, reflection exercises and assignments.

R. 502 P: Grading System and Passing Standard

- Total number of credits: 80
- 1 theory credit = 15 hours
- 1 field credit = 30 hours
- Competency in each paper of the programme will be checked through assignments, projects and written examination. Course Grades Points (CGPs) will be allotted to each paper and a Cumulative Grade Point Average (CGPA) at the end of the programme. Grade points rating will be from 0 to 10. Students who are absent will be allotted “Ab” and students whose performance does not meet the minimum requirements of acceptance shall be marked “F” (meaning, fail). The minimum grade points required for passing is 4. The student will receive “D” Grade for the same

Percentage	Grade Points	Grade	Performance
80 and Above	10	O	Outstanding
70-79.99	9	A+	Excellent
60-69.99	8	A	Very Good
55-59.99	7	B+	Good
50-54.99	6	B	Above Average
45-49.99	5	C	Average
40-44.99	4	D	Pass
Less than 40	0	F	Fail

R. 502 Q: Award of Degree

Candidates who have fulfilled all the programme requirements to the satisfaction of the University of Mumbai and College of Social Work (Autonomous) shall be awarded MA (Social Innovation and Entrepreneurship)

R. 502 R: Fee Structure

This program is run on a Self-Finance basis. The total fees for the program is to be paid in instalments.

The detailed fee structure for Indian students is as follows:

	First Year	Second Year
Tuition Fees	40,000	40,000
Exam and Marksheet Fees	2,000	2,000
E- Content/ Study Materials Fees	1,000	1000
Internship and Mentoring Services	5,000	5000
Library, Computer, IT, Sports and Infrastructure	2000	2000
<i>Year Wise Sub Total</i>	<i>50,000</i>	<i>50,000</i>
Total Program Fees	Rs. 1,00,000 (One Lakh Rupees Only)	

Students from Foreign Countries shall pay the following fees in two installments:

Developed Country/ NRI/ PIO/ OCI : US\$ 8000

Developing Country : US\$ 4000

R. 502 S: Seats: 40 Seats (First Year)

R. 502 T: Exit Option: In accordance to the guidelines provided by UGC from time to time and National Education Policy 2020, students can exit the program with PG Diploma in Social Innovation and Entrepreneurship after completing 40 credits

R. 502 U. Power to make Additions and Amendments: The Principal of the College is empowered to make additional and amendments in the regulations after approval from statutory bodies.

## Syllabus of Studies: MA (Social Innovation and Entrepreneurship)

### **Preamble**

Taking the essence from the concept of entrepreneurship as defined by Martin & Osberg (2007) and social innovation as defined by Phills et al (2008), social entrepreneurship is understood as the ability to sense and act on an opportunity, combining with unique and creative thinking with a determination to create and bring about something new to the world that serves as a solution to social problem such as education, livelihood, health-care, nutrition, energy, water, environment that is more effective, efficient, sustainable and just. With the motto of '*creating social entrepreneurs who are motivated primarily by social benefits*', College of Social Work (Autonomous) Nirmala Niketan, launched its Nirmiti Centre for Social Innovation and Entrepreneurship (NCSIE) in the year 2019, which anchors the MA program.

### **About the Program**

MA (Social Innovation and Entrepreneurship) is a two-year masters' programme designed to help those who believe in social innovation and enterprise as a tool for social change. The program is planned to help students to acquire the knowledge, skills, and mindset necessary to launch a new social entrepreneurial venture or play a key leadership role in an existing one. The programme is interdisciplinary in nature and draws heavily from the blend of praxis of theory and cases, experience, and student inquiry. The programme is structured around the following important elements that are interwoven throughout: the field of social innovations, business structures used by entrepreneurs in urban and rural contexts, and realities of starting and/or managing an enterprise and social venture.

The program aims at developing critical thinking, collaboration and evaluation skills useful to students contemplating careers in social business consulting, or in international development institutions. The courses are designed to create an innovative and sustainable approach for addressing the developmental issues. The program aims to

- To enable students to develop and use business skills to address complex social problems especially in context of India.
- Develop business plan for their own social venture or enterprise
- To provide students with a working knowledge of the concepts, opportunities and challenges of social innovations and entrepreneurship.

The expectations from the students is that they will be able to demonstrate the role of social innovators and entrepreneurship in creating innovative responses to critical social needs (e.g., hunger, poverty, inner city education, global warming, etc). This course will help to prepare students personally and professionally for meaningful employment by reflecting on the issues of social innovations and entrepreneurship. After the completion of the programme students are expected to start their own venture

### **Structure and Credit Distribution**

S.No	Nature of Courses	Courses	Credits in Theory	Credits in Practical
1	Core Courses	1. Social Problems	4	
		2. Social Innovation	4	
		3. Research Methodology	4	
		4. Entrepreneurship	4	
		5. Accounting for Decision Making	4	
		6. Organisational Behaviour	4	
2	Discipline Specific Elective	1. SHG, Microfinance and Livelihoods	4	
		2. Management of Coop & Producer Companies	4	
		3. Business Ethics and Social Responsibility	4	
		4. Capstone Project	4	

3	Generic Elective	1. Investment and Risk Management	4	
		2. Operations Management	4	
		3. Marketing	4	
		4. Supply Chain Management	4	
4	Ability Enhancement Course	1. Micro-Economic Analysis	2	
		2. Macro-Economic Analysis	2	
		3. Human Resource Management	2	
		4. Business Law	2	
5	Skill Enhancement Course	1. Rural Internship		6
		2. Urban Internship		6
		3. Entrepreneurial Project-Phase I		6
		4. Entrepreneurial Project-Phase II		6

### Sequence of Courses

Semester 1 (20 Credits)	<p><i>Core Courses</i></p> <ul style="list-style-type: none"> <li>• Social Problems (4 Credit)</li> <li>• Social Innovation (4 Credit)</li> <li>• Research Methodology (4 Credit)</li> </ul> <p><i>Ability Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Micro Economic Analysis (2 Credit)</li> </ul> <p><i>Skill Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Rural Internship (6 Credits)</li> </ul>
Semester 2 (20 Credits)	<p><i>Core Courses</i></p> <ul style="list-style-type: none"> <li>• Entrepreneurship (4 Credit)</li> <li>• Accounting for Financial Decision Making (4 Credit)</li> <li>• Organisational Behaviour (4 Credit)</li> </ul> <p><i>Ability Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Macro-Economic Analysis (2 Credit)</li> </ul> <p><i>Skill Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Urban Internship (6 Credits)</li> </ul>
Semester 3 (20 Credits)	<p><i>General Electives (students shall choose 3 out of 4)</i></p> <ul style="list-style-type: none"> <li>• Operations Management (4 Credit)</li> <li>• Marketing (4 Credit)</li> <li>• Supply Chain Management (4 Credit)</li> <li>• Investment and Risk Management (4 Credit)</li> </ul> <p><i>Ability Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Human Resource Management (2 Credit)</li> </ul> <p><i>Skill Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Entrepreneurial Project-Phase I { Venture Planning } (6 Credits)</li> </ul>
Semester 4 (20 Credits)	<p><i>Discipline Specific Electives (students shall choose 3 out of 4)</i></p> <ul style="list-style-type: none"> <li>• SHG, Microfinance and Livelihoods (4 Credit)</li> <li>• Management of Cooperatives and Producer Companies (4 Credit)</li> <li>• Business Ethics and Social Responsibility (4 Credit)</li> <li>• Capstone Project (4 Credits)</li> </ul> <p><i>Ability Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Business Law (2 Credit)</li> </ul> <p><i>Skill Enhancement Course</i></p> <ul style="list-style-type: none"> <li>• Entrepreneurial Project-Phase II { Venture Start-Up } (6 Credits)</li> </ul>
80 Credits	

## **General Program Objectives (GPO)**

*At the end of the program, learners shall be able to:*

- GPO 1: Select appropriate oral and written communication strategies for effective working relationships and documentation
- GPO 2: Identify reflection, critical thinking, participation and collaboration skills which helps in as problem-solving exercises
- GPO 3: Recognise the value of personal development, lifelong learning and professional growth

## **Programme Specific Objectives (PSO)**

*At the end of the program, learners shall be able to:*

- PSO 1: Locate social problems and design social innovations
- PSO 2: Appraise entrepreneurship approaches and develop social venture
- PSO 3: Identify the relevance of economic, social and psychological sciences in innovation and entrepreneurship
- PSO 4: Recognise different research designs for market/ need survey, user survey. Documenting social innovations and other allied aspects related to practice of entrepreneurship
- PSO 5: Integrate classroom learning by engagement in the field of social innovation and entrepreneurship through internships, projects, and social venture creation
- PSO 6: Recognise various functions and concerns such as ethical, legal, HRM, financial management, operations management, marketing, risk assessment and supply chain management in the context of social venture
- PSO 7: Appraise the role of SHGs, MFIs, Cooperatives and producer associations, and companies in social entrepreneurship ecosystem

### Mapping Learning Outcomes

Course Title	CLO Number	GPO 1	GPO 2	GPO 3	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
Social Problems	CLO 01				X						
	CLO 02				X						
	CLO 03		X		X						
Social Innovation	CLO 04				X						
	CLO 05		X		X						
	CLO 06				X						
Research Methodology	CLO 07							X			
	CLO 08	X						X			
	CLO 09	X						X			
Micro- Economic Analysis	CLO 10						X				
	CLO 11		X				X				
	CLO 12		X				X				
Rural Internship	CLO 13	X	X	X					X		
	CLO 14	X	X	X					X		
	CLO 15	X	X	X					X		
Entrepreneurship	CLO 16					X					
	CLO 17					X					
	CLO 18		X			X					
Accounting	CLO 19									X	
	CLO 20		X							X	
	CLO 21									X	
Organisation Behaviour	CLO 22						X				
	CLO 23		X				X				
	CLO 24		X				X				
Macro-Economic Analysis	CLO 25						X				
	CLO 26		X				X				
	CLO 27		X				X				
Urban Internship	CLO 28	X	X	X					X		
	CLO 29	X	X	X					X		
	CLO 30	X	X	X					X		
Human Resource Management	CLO 31									X	
	CLO 32		X							X	
	CLO 33			X						X	
Business Law	CLO 34									X	
	CLO 35		X							X	
	CLO 36			X						X	
Operations Management	CLO 37									X	
	CLO 38		X							X	
	CLO 39									X	
Marketing	CLO 40									X	
	CLO 41		X							X	
	CLO 42									X	
Supply Chain Management	CLO 43									X	
	CLO 44		X							X	
	CLO 45									X	
Entrepreneurship Project- Phase I	CLO 46	X	X	X		X			X		
	CLO 47	X	X	X		X			X		
	CLO 48	X	X	X		X			X		



SHGs, MFI and Livelihoods	CLO 49									X
	CLO 50		X							X
	CLO 51									X
Management of Cooperatives and Producer Company	CLO 52									X
	CLO 53		X							X
	CLO 54									X
Business Ethics and Social Responsibility	CLO 55									X
	CLO 56		X							X
	CLO 57									X
Capstone Project	CLO 58	X	X				X			
	CLO 59	X	X				X			
	CLO 60	X	X				X			
Entrepreneurship Project- Phase II	CLO 61	X	X	X		X		X		
	CLO 62	X	X	X		X		X		
	CLO 63	X	X	X		X		X		
Investment and Risk Management	CLO 64								X	
	CLO 65		X						X	
	CLO 66								X	

## SEMESTER- I

<b>Course Title with Code:</b>	Social Problems (MASIE-CC 01)
<b>Semester:</b>	<b>I</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

### **Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 01: List social problems

CLO 02: Illustrate the effect of social problem on self and society

CLO 03: Analyse social problems affecting local communities

Unit	Title of Unit	Hours	Contents
1	Introduction to Social Problems	15	<ul style="list-style-type: none"><li>➤ Basic Overview: Concept, Characteristics, and types of social problems</li><li>➤ Social science perspective in solving social problems</li><li># Seminar on social problems affecting local communities (to be conducted at the end of the course)</li></ul>
2	Poverty, Urbanisation and Population	15	<ul style="list-style-type: none"><li>➤ Poverty: Concept, manifestation, measurement, and poverty reduction strategies</li><li>➤ Caste, Class, Tribe, Gender, Disability and Intersectional Marginalities</li><li>➤ Unemployment: types, causes, consequences, measures, and remedy</li><li>➤ Urbanisation: concept, characteristics, and effects</li><li>➤ Population and Development Policy And Planning, distribution of resources</li><li>➤ Environmental Concerns in Planning</li><li>➤ Social Development, Human Development and Sustainable Development</li></ul>
3	Problems in Social Sphere	15	<ul style="list-style-type: none"><li>➤ Child Abuse and Child Labour: Concept and Effects</li><li>➤ Violence Against Women: Nature, Types and Motivating Factors</li><li>➤ Skill Deficit: Reskilling, Access to Education</li><li>➤ Communalism and Cultural Nationalism</li><li>➤ Religious Tolerance, Peace and Harmony</li></ul>
4	Problems in Bio-Psycho-Social Sphere	15	<ul style="list-style-type: none"><li>➤ Crime: Concept, characteristics, correction</li><li>➤ Children in conflict with Law: classification, nature, characteristic, types, methods of treatment and prevention</li><li>➤ Alcoholism: Process, problem, treatment and control</li><li>➤ Drug Abuse and Addiction: concept, nature, motivating factors, measures and control strategies</li></ul>

### *Readings:*

- Eitzen, D.S, and Craig S. L. (1998). *Solutions to Social Problems: Lessons from Other Societies*. Boston: Allyn and Bacon
- Moulder, F. V. (2000). *Social Problems of the Modern World: A Reader*. Belmont, CA: Wadsworth

### *Assessment:*

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Social Innovation (MASIE-CC 02)
<b>Semester:</b>	<b>I</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 04: Identify social innovations in both local and global context

CLO 05: Design human centred solutions and develop business plan

CLO 06: Suggest appropriate legal structure and scaling up strategies

Unit	Title of Unit	Hours	Contents
1	Social Innovation: Definition and Theory	15	<ul style="list-style-type: none"> <li>➤ Perspectives on Social Innovation</li> <li>➤ Social Innovation Theory</li> <li>➤ Case Studies on Social Innovation</li> </ul>
2	The Individual Beneficiary – The Human-Centred Design Approach	15	<ul style="list-style-type: none"> <li>➤ Designing Solution</li> <li>➤ Human-Centred Design Approach</li> <li>➤ Inspiration</li> <li>➤ Ideation</li> </ul>
3	Systems Thinking Approach	15	<ul style="list-style-type: none"> <li>➤ Systems Theories</li> <li>➤ Looking at Solutions from a Systems Perspective</li> <li>➤ Building a Foundation for Change</li> <li>➤ Designing an Innovation</li> </ul> <p># Workshop on Systems Thinking</p>
4	Implementing Organization – The Social Enterprise Approach	15	<ul style="list-style-type: none"> <li>➤ Steps in Designing a Solution</li> <li>➤ Marketing, Managing, and Measuring for Impact</li> <li>➤ Building a Business and Financing Plan</li> <li>➤ Legal Structure</li> <li>➤ Scaling Up / Acceleration</li> <li>➤ Seminar on Social Innovation Projects</li> </ul>

*Readings:*

- Alex, N., Julie, S., & Madeleine, G. (2015). *New Frontiers in Social Innovation Research*, Palgrave Macmillan: New York.
- Donella, M (2008) *Thinking in Systems: A Primer*. Chelsea Green Publishing: White River Junction, VT. Introduction, Chapter 1, and the Appendix, pp. 1-34 and 187-194
- Teresa, C. (2016). *Introduction to Social Entrepreneurship*. Taylor and Francis: Boca Raton, FL.
- David, P. S. (2015). *Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results*. Chelsea Green Publishing: White River Junction, VT.

*Assessment:*

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Research Methodology (MASIE-CC 03)
<b>Semester:</b>	<b>I</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 07: Describe the ethical nature of scientific research

CLO 08: Conduct literature review and prepare data collection tools

CLO 09: Analyse data and prepare report in scientific format

Unit	Title of Unit	Hours	Contents
1	Introduction to Social Research	15	<ul style="list-style-type: none"> <li>➤ Research as an integral part of Science.</li> <li>➤ Goals of scientific research</li> <li>➤ Basic distinction between Qualitative, Quantitative and Mixed Approaches, Triangulation</li> <li>➤ Ethical Issues in doing Research</li> </ul>
2	Designing the Study	15	<ul style="list-style-type: none"> <li>➤ Literature Review</li> <li>➤ Choosing Design: Experimental, Survey, Case Study, Participatory Action Research, Monitoring and Evaluation / Needs Assessment, Social Cost Benefit Analysis, Social Return on Investment</li> <li>➤ Tool Preparation and Pilot Study</li> </ul> <p># Students will be divide din to groups which will collect data from the field</p>
3	Statistical Concepts	15	<ul style="list-style-type: none"> <li>➤ Population, Sample, Sampling Frame</li> <li>➤ Types of Probability and Non-Probability Sampling</li> <li>➤ Measurement and Scales</li> <li>➤ Mean, Median and Mode</li> <li>➤ Range, Standard Deviation, Normal Distribution</li> </ul>
4	Data Analysis and Report Writing	15	<ul style="list-style-type: none"> <li>➤ Graphical Presentation</li> <li>➤ Frequency Distribution and Cross Tabulation</li> <li>➤ Inferential Statistics: T Test, Anova, Chi Square Test</li> <li>➤ Qualitative data analysis</li> <li>➤ Report Writing: IMRC (Introduction, Method, Result, Conclusion)</li> <li>➤ Ethical Protocols</li> </ul>

**Readings:**

- Babbie, E. (2004). *The Practice of Social Research*, Thomson Wadsworth, Belmont (USA)
- Denzin, N.K., & Lincoln, Y.S. (1994). *Handbook of Qualitative Research*, Sage Publications, Delhi.
- Whyte, W.F (1991). *Participatory Action Research*, Sage Publications, London

**Assessment:**

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Micro Economic Analysis (MASIE-AEC 01)
<b>Semester:</b>	<b>I</b>
<b>Credits:</b>	<b>2</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 10: Interpret demand analysis and theory of cost

CLO 11: Discuss the concepts related to equilibrium, price and output determination

CLO 12: Recognise the alternative theories of firm and distribution

Unit	Title of Unit	Hours	Contents
1	Demand Analysis	8	<ul style="list-style-type: none"> <li>➤ Nature and scope of Micro Economics</li> <li>➤ Law of Demand and Elasticity of Demand</li> <li>➤ Utility Analysis of Demand</li> <li>➤ Indifference Curve Analysis of Demand</li> <li>➤ Revealed Preference Theory</li> <li>➤ Recent Developments in Demand Theory</li> </ul>
2	Theory of Production and Costs	6	<ul style="list-style-type: none"> <li>➤ Theory of Production</li> <li>➤ The law of variable proportions</li> <li>➤ The law of returns to scale</li> <li>➤ The law of Diminishing Marginal returns</li> <li>➤ Traditional and Modern Theories of cost</li> </ul>
3	Price and Output Determination	8	<ul style="list-style-type: none"> <li>➤ Equilibrium of the firm and industry under perfect competition</li> <li>➤ Price and output determination under monopoly</li> <li>➤ Meaning of concepts Monopsony, Bilateral monopoly, oligopoly and duopoly</li> <li>➤ Price and output determination under oligopoly</li> <li>➤ Creative Destruction</li> </ul>
4	Alternative Theories of Firm and Distribution	8	<ul style="list-style-type: none"> <li>➤ Bain's limit Pricing theory of recent development</li> <li>➤ Bauriol's Theory of Sales - Revenue maximization</li> <li>➤ Neo - classical Theory of Marginal Productivity theory</li> <li>➤ Euler's Theorem - Pricing under different market conditions</li> <li>➤ Modern Theories of Rent, Wages, Interest and Profit</li> <li>➤ Micro Theories of distribution</li> </ul>

*Readings:*

- Bade, R., and Michael, P. (2001). *Foundations of Microeconomics*. New York: Addison Wesley Paperback 1st Edition.
- Colander, D. (2008). *Microeconomics*. Washington DC: McGraw-Hill Paperback, 7th Edition
- Landsburg, S. (2001). *Price Theory and Applications*. South-Western College Pub, 5th Edition

*Assessment:*

- Term End Exam (30 marks-3 questions to be answered from 6. Each answer carries 10 Marks)
- Continuous Internal Assessments (20 marks)

<b>Course Title with Code:</b>	Rural Internship (MASIE-SEC 01)
<b>Semester:</b>	<b>1</b>
<b>Credits:</b>	<b>6</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 13: Explain rural society, polity and economy in the context of rural enterprises

CLO 14: Perform simple tasks while supporting rural entrepreneurs in different domains

CLO 15: Report on internship learnings in a systematic manner

S.No	Task	Hours	Contents
1	Understanding rural society, polity and economy	60	<ul style="list-style-type: none"> <li>➤ What are the social groups, customs, and norms in the village?</li> <li>➤ What is the level of political participation of the villagers?</li> <li>➤ Which are the government agencies (health, education, agriculture) involved in social development?</li> <li>➤ What is the level of earning and pattern of expenditure in rural households?</li> </ul>
2	Understanding rural enterprises	60	<ul style="list-style-type: none"> <li>➤ What is the role of social enterprises operating in the villages?</li> <li>➤ What is the connection between rural enterprises and sustainable development of the communities?</li> <li>➤ Legal and management structure of the social enterprise?</li> <li>➤ What are the goods and services offered by enterprise and who buys from them?</li> <li>➤ What is the annual operating enterprise and the net profit?</li> </ul>
3	Hands-on work with rural entrepreneurs in different domains	60	<ul style="list-style-type: none"> <li>➤ What are the different functions in the social enterprise?</li> <li>➤ Shadow the department head and understand their day-to-day role</li> <li>➤ Support them in smaller tasks like documentation and other support services</li> </ul>

*Assessment:*

Internal Assessment:

1. Field Journal (40 marks)
2. Professional Development through IC/ GC (20 marks)

External Assessment:

3. Presentation and Viva (40 marks)

## SEMESTER- II

<b>Course Title with Code:</b>	Entrepreneurship (MASIE-CC 04)
<b>Semester:</b>	<b>2</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

### **Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 16: Discuss the entrepreneurial process

CLO 17: Appraise the theoretical and practical aspects of entrepreneurial marketing and finance

CLO 18: Illustrate business model and leadership in entrepreneurship

<b>Unit</b>	<b>Title of Unit</b>	<b>Hours</b>	<b>Contents</b>
1	Entrepreneurial Process	15	<ul style="list-style-type: none"><li>➤ Introduction to the entrepreneurial process, opportunity recognition, entrepreneurial decision making and teamwork in the entrepreneurial process.</li><li>➤ Seminar on Opportunity Identification</li></ul>
2	Entrepreneurial Marketing	15	<ul style="list-style-type: none"><li>➤ Concept of marketing in the context of entrepreneurship and new venture creation, and creation of value</li><li>➤ Feasibility of a new venture</li><li>➤ Understanding customers and users</li><li>➤ Communicating a business idea or value proposition to potential investors, customers and other stakeholders</li></ul>
3	Business Model and Leadership	15	<ul style="list-style-type: none"><li>➤ Social Entrepreneurs – Profile Successful</li><li>➤ Different forms of business models.</li><li>➤ Ideate, develop, iterate and test business models.</li><li>➤ Skills to identify, understand and tackle key challenges associated with leading a start-up</li><li>➤ Critical issues with respect to identifying and recruiting co-founders, establishing roles, relationships and rewards within the start-up team, hiring new talent, on boarding investors, and managing succession</li></ul>
4	Entrepreneurial Finance	15	<ul style="list-style-type: none"><li>➤ Theoretical and practical perspectives on resource management and finance of new ventures.</li><li>➤ Financial requirements in new ventures, bootstrapping strategies, venture capital markets</li><li>➤ Banks and business angels' perspectives on investments in new ventures, and managing portfolio after the investments are made</li><li>➤ Basic frameworks and techniques for analysing and utilizing critical resources and capabilities in emerging ventures.</li></ul>

### Essential Readings:

- Aulet, B. (2013). *Disciplined Entrepreneurship: 24 Steps to a Successful Start-up*. New York: Wiley
- Bygrave, W., & Zacharakis, A. (2017). *Entrepreneurship*. New York: Wiley
- Neck, H., Neck, C., and Murray, E. (2018). *Entrepreneurship: The Practice and Mind-set*. Singapore: Sage Publishing

### Assessment:

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Accounting for Financial Decision Making (MASIE-CC 05)
<b>Semester:</b>	2
<b>Credits:</b>	4
<b>Year of Initiating:</b>	2021-22
<b>Previous Revisions:</b>	NA
<b>Current Revision:</b>	NA

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 19: Differentiate financial accounting and management accounting

CLO 20: Apply basic costing skills

CLO 21: Discuss the financial management skills

Unit	Title of Unit	Hours	Contents
1	Accounting Concepts	15	<ul style="list-style-type: none"> <li>➤ Basic accounting principles and concepts</li> <li>➤ Origin and recording of business transactions</li> <li>➤ Subsidiary books</li> <li>➤ Trial balance</li> <li>➤ Bank reconciliation statement</li> <li>➤ Final accounts</li> </ul>
2	Management Accounting	15	<ul style="list-style-type: none"> <li>➤ Management accounting vs financial accounting</li> <li>➤ Interpretation of financial statement</li> <li>➤ Ratio Analysis</li> <li>➤ Budget and budgetary control</li> <li>➤ Standard costing and variable analysis</li> <li>➤ Material labour and overhead</li> <li>➤ Reporting variances</li> <li>➤ Marginal costing</li> </ul>
3	Basic Costing	15	<ul style="list-style-type: none"> <li>➤ Capital budgeting and techniques</li> <li>➤ Risk evaluation and sensitivity analysis</li> <li>➤ Measurement of cost of capital and determining return</li> <li>➤ Social cost and benefit analysis</li> </ul>
4	Financial Management Skills	15	<ul style="list-style-type: none"> <li>➤ Working Capital Analysis</li> <li>➤ Management of Cash and marketable securities</li> <li>➤ Investment and inventory management</li> <li>➤ Management of accounts receivables</li> <li>➤ Credit and cash flow analysis</li> <li>➤ Dividend, share and stocks</li> <li>➤ Depreciation accounting policies</li> <li>➤ Management of investment portfolios</li> </ul>

**Essential Readings:**

- Robert, N.A., David, H. and Merchant, A. (2013). *Accounting: Text and Cases*. New York: McGraw-Hill Education
- Levy H. and M. Sarnat. (1998). *Principles of Financial Management*. London: Pearson Education 1998

**Assessment:**

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)



<b>Course Title with Code:</b>	Organisational Behaviour (MASIE-CC 06)
<b>Semester:</b>	2
<b>Credits:</b>	4
<b>Year of Initiating:</b>	2021-22
<b>Previous Revisions:</b>	NA
<b>Current Revision:</b>	NA

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 22: State the foundation of organisational behaviour

CLO 23: Apply personality theory for enhancing employee work efficiency

CLO 24: Apprise techniques of dealing with group dynamics, conflict and stress

Unit	Title of Unit	Hours	Contents
1	Foundations of Organizational Behaviour	15	<ul style="list-style-type: none"> <li>➤ Historical Context of Organizational Behaviour</li> <li>➤ Contributions of Taylor, Weber and Fayol</li> <li>➤ Definitions of Organizational Behaviour</li> <li>➤ Perspectives for Understanding Organizational Behaviour: Human Relations Perspective; Systems Approach; Contingency Approach; and Socio-Technical Approach</li> </ul>
2	Understanding the Individual	15	<ul style="list-style-type: none"> <li>➤ Person in the Organization: Major Personality Attributes Affecting Organizational Behaviour; Approaches to Personality and Individual Differences at Work; Trait Theories of Organizational Behaviour; Self-Esteem at Work; Personality Tests and Predicting Work Behaviour</li> <li>➤ Individual and Organization: Values; Attitudes; Job Satisfaction</li> <li>➤ Individual in the Organization: Theories of Motivation; Skills Involved in Motivating Employees; Management by Objectives (MBO); Behaviour Modification; Employee Involvement programs</li> </ul>
3	Group Dynamics	15	<ul style="list-style-type: none"> <li>➤ Group: Formal and Informal Groups; Team Work; Group Diversity; Inter-Group Behaviour</li> <li>➤ Communication in Organization: Communication Model; Barriers and Sources of Distortion; Direction and Network of Communication; Cross-Cultural Communication Skills</li> <li>➤ Leadership: Approaches to Leadership; Contemporary Issues in Leadership; Bases of Power; Skills Involved in Managing Politicking; Followership and Mutual Influence; Networking Negotiating and Enabling</li> </ul>
4	Conflict and Stress	15	<ul style="list-style-type: none"> <li>➤ Conflict: Sources/Causes of Conflict; Types of Conflict; Techniques of Conflict Management</li> <li>➤ Force Field Analysis</li> <li>➤ Work Stress: Sources of Stress; Managing Stress</li> <li>➤ Behavioural Aspect of Managing Across Culture</li> <li>➤ Workshop on Conflict Negotiation</li> </ul>

Essential Readings:

- Phillips, J.M. & Gully, S.M. (2013). *Organizational Behavior (2nd Edition)*, Mason, OH: South-Western College Pub
- Stephen P. R. (2008). *Organisational Behavior*, London: PHI Learning / Pearson Education
- Fred, L. (2001). *Organisational Behavior*. New York: McGraw Hill

Assessment:

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Macro-Economic Analysis (MASIE-AE 02)
<b>Semester:</b>	2
<b>Credits:</b>	2
<b>Year of Initiating:</b>	2021-22
<b>Previous Revisions:</b>	NA
<b>Current Revision:</b>	NA

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 25: Discuss the current state of Indian economy

CLO 26: Reflect on the consumption and investment functions in the economy

CLO 27: Analyse different macro-economic perspectives

Unit	Title of Unit	Hours	Contents
1	Introduction	8	<ul style="list-style-type: none"> <li>➤ Difference between micro and macroeconomic analysis</li> <li>➤ How does the national and global economy operate</li> <li>➤ Circular flows of income in different sectors of economy</li> <li>➤ Opening up of market in the economy</li> <li>➤ Liberalisation, privatisation and globalisation</li> </ul>
2	Consumption	6	<ul style="list-style-type: none"> <li>➤ Adam Smith and Invisible Hand</li> <li>➤ Keynes's psychological law of consumption</li> <li>➤ Short-run and long run consumption function</li> <li>➤ Keynesian theory of income, output and employment</li> <li>➤ Critique of Keynesian theory</li> <li>➤ Supply side economics- adaptive and rational expectations theory</li> <li>➤ Life cycle, relative and permanent income hypotheses</li> </ul>
3	Investment	6	<ul style="list-style-type: none"> <li>➤ Marginal efficiency of capital and investment</li> <li>➤ Investment behaviour</li> <li>➤ Inflation and business cycle, Stagflation,</li> <li>➤ Influence of policy measures on investment</li> <li>➤ Recession</li> </ul>
4	Macro-Economic Perspectives	10	<ul style="list-style-type: none"> <li>➤ Monetary policy</li> <li>➤ Fiscal policy</li> <li>➤ Balance of payment crisis</li> <li>➤ Global Trade Regimes; WTO, IPR, GATT, GATS</li> <li>➤ Role of global financial institutions- IMF, WB, IBRD</li> <li>➤ Government of India Policy Decisions</li> </ul>

Essential Readings:

- Blackhouse, R. and Salansi, A. (2000). *Macro Economics and the Real World* (2 Vols.). London: Oxford University Press
- Branson, W.A. (1989). *Macro Economic Theory and Policy* (3rd Edition). New York: Harper and Row
- Hall, R.E. and Taylor, J.B. (1986). *Macro Economics*. New York: W.W. Norton,
- Thomas, A. (2021), *Macroeconomics: An Introduction*, Cambridge: Cambridge University Press.

Assessment:

- Term End Exam (30 marks-3 questions to be answered from 6. Each answer carries 10 Marks)
- Continuous Internal Assessments (20 marks)

<b>Course Title with Code:</b>	Urban Internship (MASIE-SEC 02)
<b>Semester:</b>	<b>2</b>
<b>Credits:</b>	<b>6</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 28: Review socio-economic realities of slums

CLO 29: Reflect on the role of urban enterprises

CLO 30: Apply social innovation skills for supporting urban entrepreneurs in different domains

S.No	Task	Hours	Contents
1	Unpacking Smart Cities & Understanding slum communities	60	<ul style="list-style-type: none"> <li>➤ What are the social groups, customs, and norms in the slum communities?</li> <li>➤ What is the level of political participation of the slum dwellers?</li> <li>➤ Which are the government agencies (health, education, agriculture) involved in social development of slum communities?</li> <li>➤ What is the level of earning and pattern of expenditure in slum households?</li> </ul>
2	Understanding urban enterprises	60	<ul style="list-style-type: none"> <li>➤ What is the role of social enterprises operating in the slums?</li> <li>➤ What is the connection between urban enterprises and sustainable development of the communities?</li> <li>➤ Legal and management structure of the social enterprise operating in urban communities?</li> <li>➤ What are the goods and services offered by enterprise and who buys from them?</li> <li>➤ What is the annual operating enterprise and the net profit?</li> </ul>
3	Hands-on work with urban entrepreneurs in different domains	60	<ul style="list-style-type: none"> <li>➤ What are the different functions in the social enterprise?</li> <li>➤ Shadow the department head and understand their day-to-day role</li> <li>➤ Support them in smaller tasks like documentation and other support services</li> </ul>

*Assessment:*

Internal Assessment:

- Field Journal (40 marks)
- Professional Development through IC/ GC (20 marks)

External Assessment:

- Presentation and Viva (40 marks)

### SEMESTER- III

<b>Course Title with Code:</b>	Operations Management (MASIE-GE 01)
<b>Semester:</b>	<b>3</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

#### **Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 37: State the planning process in production management

CLO 38: Discuss the concepts related to material management

CLO 39: Relate to quality management concern in enterprises

Unit	Title of Unit	Hours	Contents
1	Overview on Operations	15	<ul style="list-style-type: none"><li>➤ Nature and scope of production and operations management</li><li>➤ Facility location</li><li>➤ Types of Manufacturing systems and layouts</li><li>➤ Material Planning</li><li>➤ Line balancing</li><li>➤ Operations Decisions</li><li># visit to production unit</li></ul>
2	Production Planning	15	<ul style="list-style-type: none"><li>➤ Production Planning and control- meaning- functions</li><li>➤ Master production Schedule</li><li>➤ Material Requirement planning</li><li>➤ Capacity requirement planning</li></ul>
3	Materials Management	15	<ul style="list-style-type: none"><li>➤ Overview of materials planning</li><li>➤ Types of inventory and inventory control</li><li>➤ Purchase Management</li><li>➤ Stores Management</li><li># interaction session with material manager</li></ul>
4	Quality Management	15	<ul style="list-style-type: none"><li>➤ Quality Control- Quality assurance</li><li>➤ Statistical Quality Control</li><li>➤ Control for variables and attributes</li><li>➤ Quality Circles</li><li>➤ Total Quality Management</li><li>➤ Applying for ISO 9000</li></ul>

#### Essential Readings:

- Chase, R.B., Aquilano, N.J. and Jacobs, F. (2004) *Production and operations management: manufacturing and services*, Addison-Wesley (9th ed)
- Brown, S., Lamming, R., Bessant, J. and Jones, P. (2000). *Strategic operations management*, Butterworth-Heineman

#### Assessment:

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Marketing (MASIE-GE 02)
<b>Semester:</b>	<b>3</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 40: Distinguish advertisement and sales functions in enterprises

CLO 41: State the distribution strategies

CLO 42: Discuss the emerging concepts in marketing

Unit	Title of Unit	Hours	Contents
1	Basics of marketing	15	<ul style="list-style-type: none"> <li>➤ Marketing-meaning-functions</li> <li>➤ Product planning and development</li> <li>➤ Product positioning and targeting</li> <li>➤ Managing product life cycle</li> <li>➤ Product branding and packaging</li> <li>➤ Pricing factors, pricing methods and procedures</li> </ul>
2	Advertisement and sales	15	<ul style="list-style-type: none"> <li>➤ Advertising and measuring advertising effectiveness</li> <li>➤ Sales promotion tools and techniques</li> <li>➤ Personal selling and salesman qualities</li> <li>➤ Determining sales territory, fixing sales quota and target</li> </ul>
3	Distribution	15	<ul style="list-style-type: none"> <li>➤ Distribution strategies</li> <li>➤ Types of channels and role of intermediaries</li> <li>➤ Marketing logistics – transport, warehousing and inventory control</li> </ul> <p># Visit to marketing department of an enterprise</p>
4	Emerging concepts in marketing	15	<ul style="list-style-type: none"> <li>➤ Relationship marketing</li> <li>➤ Digital/ online Marketing – E-Commerce</li> <li>➤ Machine Learning – A.I., Robotics, Block Chain, Cloud Computing, Drones, GIS, and GPS</li> <li>➤ Ethical Consumerism</li> <li>➤ Consumer protection in India</li> <li>➤ Evaluating and controlling of marketing performance</li> </ul>

**Essential Readings:**

- Kotler, P., and Keller, K. (2012). *Marketing Management (14<sup>th</sup> Edition)*, New Jersey: Prentise Hall
- Ramasamy, V., and Namakumari, S. (2009). *Marketing: Global Perspective and Indian Context*, New Delhi: Mac Millan

**Assessment:**

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Supply Chain Management (MASIE-GE 03)
<b>Semester:</b>	<b>3</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 43: Distinguish logistics and supply chain management

CLO 44: Discuss vendor and purchase management strategies

CLO 45: Relate to concepts such as packaging, distribution and e-SCM

Unit	Title of Unit	Hours	Contents
1	Logistics	15	<ul style="list-style-type: none"> <li>➤ Difference between Logistics and Supply Chain Management</li> <li>➤ Logistics and Competitive Advantage</li> <li>➤ Logistics Mix</li> <li>➤ Logistics in Organised Retail in India</li> <li>➤ Concept of Integrated Logistics</li> <li>➤ Surveillance System – Digital Tracking System</li> </ul>
2	Vendor and Purchase Management	15	<ul style="list-style-type: none"> <li>➤ Concept, and functions of Supply Chain Management (SCM)</li> <li>➤ Creating value, enlisting suppliers to innovate, and leveraging value chain partner</li> <li>➤ Building a long-term relationship with vendors</li> <li>➤ Purchase insurance and evaluation of purchase performance</li> </ul>
3	Packaging and Distribution	15	<ul style="list-style-type: none"> <li>➤ Concept of Logistical Packaging</li> <li>➤ Design Consideration in Packaging</li> <li>➤ Types of Packaging Material</li> <li>➤ Packaging Costs</li> <li>➤ Material handling system design and decision</li> <li>➤ Strategies of warehousing and storekeeping</li> <li>➤ Third Party logistics Services and providers</li> <li>➤ Channels of distribution logistics</li> </ul>
4	New Age SCM	15	<ul style="list-style-type: none"> <li>➤ EDI, ERF, Internet, e – Commerce, and Bar coding</li> <li>➤ Electronically linking the supply chain</li> <li>➤ Supply chain performance measurement</li> <li>➤ Value chain management and customers relations</li> <li>➤ Indigenous and global sourcing</li> <li>➤ Developing and implementing partnerships in the supply chain</li> <li>➤ Network Technology</li> </ul>
Essential Readings:			
<ul style="list-style-type: none"> <li>• Lambert, D.M. (2006). <i>Supply Chain Management: Processes, Partnerships, Performance</i>. The Supply Chain Management Institute, FL.</li> </ul>			
Assessment:			
<ul style="list-style-type: none"> <li>• Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)</li> <li>• Continuous Internal Assessments (40 marks)</li> </ul>			

<b>Course Title with Code:</b>	Investment and Risk Management (MASIE-GE 04)
<b>Semester:</b>	<b>3</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 64 Analyse portfolio

CLO 65: Use appropriate valuation models

CLO 66: Appraise fund management and risk management methods

Unit	Title of Unit	Hours	Contents
1	Portfolio Theory and Management	15	<ul style="list-style-type: none"> <li>➤ Meaning of Investment; Type of Financial Assets</li> <li>➤ Risk and Return Concepts; Mean Variance Framework, Markowitz Model and Modern Portfolio Theory</li> <li>➤ Portfolio Diversification Concepts, Beta of a stock, Systematic and Unsystematic Risk , SML, CML , Market model/ Single Index Model , CAPM and its empirical testing</li> </ul>
2	Valuation Models	15	<ul style="list-style-type: none"> <li>➤ Dividend Discount Models: Discounted Cash Flow Approach, One, two and Multi Stage Growth Models, Price Earnings Approach to stock valuation</li> <li>➤ Market Efficiency: Forms of market efficiency (weak, semi strong &amp; Strong), The Random Walk Model, Overview of Fundamental and Technical Analysis</li> </ul>
3	Fund Management	15	<ul style="list-style-type: none"> <li>➤ Introduction, Calculation of NAV of a Fund, Classification of Mutual Fund Schemes (Open end &amp; closed end, income &amp; growth schemes, sectorial schemes, index Schemes, Fund of Funds Schemes), Tactical Asset Allocation and Portfolio Rebalancing.</li> <li>➤ Measuring Performance of mutual fund schemes (Sharpe, Treynor, and Jensen, Information and M2 Ratios), Tracking Error, Downsize Risk, Sortino Ratio, and Diversification vs. asset allocation, benchmarking mutual fund performance.</li> </ul>
4	Risk Management Though Bonds and Derivatives	15	<ul style="list-style-type: none"> <li>➤ Bond Basics, Concept of a yield, Valuation of Bonds, Different ways of Computing Yield (Current yield, holding yield and Yield to maturity (YTM)), yield curve, Basic Theorems of Bond Valuation and Term Structure. Risk in Bonds, Interest rate and default risk, Risk Structure of Interest Rates, Bond Duration, Modified Duration, Bond Convexity, Immunization and Rebalancing of Bond Portfolios</li> <li>➤ Meaning and Types of Derivatives, Stock Futures, Commodity Futures, Hedging/Risk Management through futures and payoffs, Options, In the money, At the Money and Out of Money Options, Option Payoffs, Forwards and its difference with futures, Simple Futures and Options Combination Strategies, factors affecting option premium, option pricing models (Binomial &amp; Black Scholes Model)</li> </ul>

Essential Readings:

- National Stock Exchange of India (2003). 'Indian Securities Market: A Review' 6th Edition NSE, Mumbai
- Rustagi R.P, (2007). Investment Management: Theory and Practice, Chand and Co. New Delhi

Assessment:

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Human Resource Management (MASIE-AEC 03)
<b>Semester:</b>	<b>3</b>
<b>Credits:</b>	<b>2</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

### Course Learning Outcomes:

At the end of the course, learners will be able to:

CLO 31: Apply labour legislation with respect to workplace context

CLO 32: Develop training plan and use various methodologies

CLO 33: Establish performance, payroll and grievance management systems

Unit	Title of Unit	Hours	Contents
1	HR Planning and Recruitment	6	<ul style="list-style-type: none"> <li>➤ Concepts &amp; Process of HRP</li> <li>➤ Considerations – Technology, Finance, Product Demand. Managerial Estimates, Trend Analysis, Markov Analysis, Work Study, Job Analysis, Supply Forecasting</li> <li>➤ Human Resource Information System (HRIS)</li> <li>➤ JD, Recruitment, and Induction</li> </ul>
2	Labour Legislations	10	<ul style="list-style-type: none"> <li>➤ Factories Act 1948</li> <li>➤ Workman’s Compensation Act, 1923</li> <li>➤ Employees State Insurance Act 1948</li> <li>➤ EPF and Miscellaneous Provisions Act, 1952.</li> <li>➤ Payment of Wages Act, 1936</li> <li>➤ Minimum Wages Act, 1948</li> <li>➤ Industrial Disputes Act 1987</li> <li>➤ Industrial Employment (standing orders) Act, 1946</li> <li>➤ Trade Union Act, 1926 and latest legislations</li> </ul>
3	Training in HRD	8	<ul style="list-style-type: none"> <li>➤ Training process-an overview</li> <li>➤ Training methods and techniques</li> <li>➤ Training need assessment</li> <li>➤ Lesson planning and development of training modules</li> <li>➤ Facilitation skills</li> <li>➤ Training aids</li> <li>➤ Evaluation of training</li> </ul>
4	Performance, Payroll and Grievance Management	6	<ul style="list-style-type: none"> <li>➤ Performance goal setting and appraisal</li> <li>➤ Career planning and development</li> <li>➤ Establishing Pay plans: Basics of compensation - factors determining pay rate - Statutory benefits - non-statutory (voluntary) benefits</li> <li>➤ Grievance’s handling - managing dismissals and separation</li> </ul>

#### Essential Readings:

- Kew, J and Stredwick, J. (2013). *HRM in a Business Context*. London: CIPD
- Aguinis, H. (2014). *Performance Management*, Harlow: Pearson
- Srivastava, C. (2007). *Labour Law and Labour Relations*. Delhi: Indian Law Institute

#### Assessment:

- *Term End Exam (30 marks-3 questions to be answered from 6. Each question carries 10 marks)*
- *Continuous Internal Assessment (40 marks)*



<b>Course Title with Code:</b>	Entrepreneurial Project-Phase I { Venture Planning } (MASIE-SEC 03)
<b>Semester:</b>	<b>3</b>
<b>Credits:</b>	<b>6</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

- CLO 46: Develop business idea
- CLO 47: Conduct market survey
- CLO 48: Prepare business plan

S.No	Task	Hours	Contents
1	Submission of a Business Idea	60	Students will be paired in groups of 4 to 5 and will work on. They will be free to consult mentors and real-life mentors including visiting business school, project sites/ communities, and real-life entrepreneurs in Mumbai. At the end of the process, student groups are supposed to report on the following: <ul style="list-style-type: none"> <li>➤ Business ideas generated/ opportunity evaluation using design thinking</li> <li>➤ Environmental Scan and SWOT Analysis</li> </ul>
2	Market Survey	60	In the second phase, students have to do the following: <ul style="list-style-type: none"> <li>➤ Tool preparation and pilot survey</li> <li>➤ Questionnaire for market survey</li> <li>➤ Market survey report</li> </ul>
3	Preparation of Business Plan	60	In the final phase, students have to: <ul style="list-style-type: none"> <li>➤ Prepare and Business Plan</li> <li>➤ Present in the Business Pitch</li> <li>➤ Participation in Business Plan Competitions (voluntarily)</li> </ul>
<p>Self-Reading:</p> <ul style="list-style-type: none"> <li>• Lumsdaine, E., and Binks, B., (2007). <i>Entrepreneurship from Creativity to Innovation: Thinking Skills for a Changing World</i>. Trafford Publishing, Victoria, BC Canada</li> <li>• Clark, C., (1999). <i>How to give effective business briefings</i>. London: Kogan Page</li> <li>• Refer to some modern</li> </ul>			
<p>Assessment:</p> <p>Internal Assessment:</p> <ul style="list-style-type: none"> <li>• Venture Planning Journal (20 marks)</li> <li>• Market Survey Report (20 marks)</li> <li>• Professional Development through IC/ GC (20 marks)</li> </ul> <p>External Assessment</p> <ul style="list-style-type: none"> <li>• Business Plan and Presentation (40 marks)</li> </ul>			

## SEMESTER- IV

<b>Course Title with Code:</b>	SHGs, Microfinance and Livelihoods (MASIE -DSE 01)
<b>Semester:</b>	<b>4</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

### **Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 49: Discuss the context and approach of organising SHGs

CLO 50: State the micro finance services provided to clients

CLO 51: Develop sustainable livelihood plan for a marginalised group or community

<b>Unit</b>	<b>Title of Unit</b>	<b>Hours</b>	<b>Contents</b>
1	Context and Approach of Organising SHG	15	<ul style="list-style-type: none"><li>➤ Context of SHG in developing countries</li><li>➤ Overview of the self-help group approach</li><li>➤ Self-help group documentation</li><li>➤ Cluster level associations and federations</li></ul> #Visit/ interaction with local SHGs
2	Microfinance Ecosystem and Services	15	<ul style="list-style-type: none"><li>➤ Understanding financial ecosystem</li><li>➤ Financial service providers</li><li>➤ Financial services and delivery: savings, credit, agriculture finance, insurance, and payment services</li><li>➤ Governance and management of microfinance services</li></ul>
3	Sustainable Livelihoods	15	<ul style="list-style-type: none"><li>➤ Sustainable Livelihoods Approach</li><li>➤ Key Concepts of the approach</li><li>➤ Sustainable livelihoods methodology</li><li>➤ Tools for a sustainable livelihood</li></ul>
4	Livelihoods Promotion	15	<ul style="list-style-type: none"><li>➤ Livelihood uncertainties, vulnerability and adaptation</li><li>➤ Project planning tools for livelihoods promotion</li><li>➤ Participatory livelihoods assessment and planning (PLAP): methodologies and tools for people centred innovation</li><li>➤ Livelihood impact assessment and evaluation</li></ul>

### *Readings:*

- Ledgerwood, J., Earne, J., and Nelson, C. (2013). *The New Microfinance Handbook: A Financial Market System Perspective*. Washington DC: World Bank.
- May, C., Brown, G., Cooper, N., and Brill. L. (2009). *The Sustainable Livelihoods Handbook: An Asset-Based Approach to Poverty*. Manchester: Church Action on Poverty and Oxfam.

### *Assessment:*

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Management of Cooperatives and Producer Companies (MASIE -DSE 02)
<b>Semester:</b>	<b>4</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

### Course Learning Outcomes:

At the end of the course, learners will be able to:

CLO 52: State the importance of cooperatives in global, developing countries context and in India

CLO 53: Discuss the modalities of forming and promoting cooperative

CLO 54: Critically analyse the emergence of producer companies

Unit	Title of Unit	Hours	Contents
1	Introduction	15	<ul style="list-style-type: none"> <li>➤ Defining a Cooperative</li> <li>➤ Cooperative Principles</li> <li>➤ Cooperatives Globally</li> <li>➤ Cooperatives in the developing country context</li> <li>➤ Cooperatives Movement in India</li> </ul>
2	Forming Cooperatives	15	<ul style="list-style-type: none"> <li>➤ Registration Procedure/Forming Cooperatives in India</li> <li>➤ Challenges faced by Cooperatives: Case Studies focussed on Group Dynamics, Leadership and Democratic Issues</li> <li>➤ Pool and Sell Model of Forming Cooperatives</li> <li>➤ Quality Assessment of the Produce</li> <li>➤ Promoting Agency and the Cooperative Products</li> </ul>
3	Promoting Cooperatives	15	<ul style="list-style-type: none"> <li>➤ Initial Operations for Promoting Cooperatives</li> <li>➤ Financing a Cooperative</li> <li>➤ Cooperative Governance and Accountability</li> <li>➤ Marketing and Organizational Framework for a Cooperative</li> <li>➤ Case studies of SEWA, Amul, Lijjat Pappad, Khadi and Village Industries</li> </ul>
4	Producer Companies		<ul style="list-style-type: none"> <li>➤ Rationale for producer/farmer companies in India – FPOs, Textile Cooperatives</li> <li>➤ Status of PCs in India</li> <li>➤ Differences between a co-operative and a PC</li> <li>➤ Seminar on Business Performance of a Producer Company</li> </ul>

### Readings

- Carlberg, J G, C E Ward, and R B Holocomb (2006): Success factors for new generation cooperatives, *International Food and Agribusiness Management Review*, 9(1), 33-52.
- Ebrahim, A (2000): Agricultural co-operatives in Gujarat, India: agents of equity or differentiation? *Development in Practice*, 10(20), 178-188.
- NABCONS (2011): *Integration of Small Producers into Producer Companies-Status and Scope*, NABARD Consultancy Services Pvt. Ltd., Hyderabad.

### Assessment:

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Business Ethics and Social Responsibility (MASIE -DSE 03)
<b>Semester:</b>	<b>4</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 55: Discuss the case of business ethics in the context of corporate governance

CLO 56: Apprise the CSR concepts and principles

CLO 57: Explain the nature of CSR partnership which can be forged

Unit	Title of Unit	Hours	Contents
1	Business Ethics	15	<ul style="list-style-type: none"> <li>➤ Reasons of emergence of Business Ethics and CSR concepts</li> <li>➤ Formation of ethical and moral behaviour of personnel</li> <li>➤ Possibilities of regulation of ethical violations and counteraction of corruption in the organization</li> <li>➤ Main types of ethical violations and consequence of their influence on business practice, economy and society in general;</li> <li>➤ Decision-making models in ethical dilemmas situation on workplace</li> <li>➤ ESG</li> </ul>
2	CSR Concept and Principles	15	<ul style="list-style-type: none"> <li>➤ Definitions and Principles of CSR</li> <li>➤ Brundtland Report and the current debates on sustainability</li> <li>➤ Environment, Sustainability and the Social Contract</li> <li>➤ Stakeholder Theory, Regulating, and risk reducing</li> <li>➤ Sec 135 of Companies Act 2013 and Schedule VII, along with CSR Rules</li> </ul>
3	Corporate Governance	15	<ul style="list-style-type: none"> <li>➤ CSR, Ethics and Corporate Behaviour</li> <li>➤ Corporate Reputation</li> <li>➤ Performance Evaluation and Performance Reporting: balanced scorecard and environmental audit</li> <li>➤ Globalisation, Corporate Failures and CSR</li> <li>➤ CSR in not-for-profit organisation</li> </ul>
4	CSR Partnership	15	<ul style="list-style-type: none"> <li>➤ Why partner with corporates?</li> <li>➤ Project Design: Developing Criteria for Selecting Projects; Identifying a Good Partner; Properly Structuring Agreements; (Review of ethical practices)</li> <li>➤ Project Execution: Building support at the appropriate level of management; Selecting a project lead;</li> </ul>

*Readings:*

- Donaldson, T., & Preston, L. E. (1995). Stakeholder Theory of the Corporation. Concepts, Evidence and Implications. *Academy of Management Review*, 20(1): 65-91.
- Blowfield, M., & Murray, A. (2008). *Corporate Responsibility: A Critical Introduction*. Oxford: Oxford University Press.
- Kaushik, K. (2017). *CSR in India: Steering Business towards Social Change*. New Delhi: Lexis Nexis

*Assessment:*

- Term End Exam (60 marks-4 questions to be answered from 6. Each answer carries 15 Marks)
- Continuous Internal Assessments (40 marks)

<b>Course Title with Code:</b>	Capstone Project (MASIE -DSE 04)
<b>Semester:</b>	<b>4</b>
<b>Credits:</b>	<b>4</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 58: Use relevant scientific literature and apply research methods to research problem identified

CLO 59: Collect data for statistical treatment or qualitative analysis in an ethically correct manner

CLO 60: Perform a research project according to an individual study plan, by showing independence, critical and presenting the research results with peers, teachers and external stakeholders

**Internal Assessment (60 Marks):**

*1. Problem Definition and Methodology (15 Marks)*

- Statement of the research problem, aims of the paper and the significance of the research.
- Use of a research methodology appropriate to the research questions.
- A discerning selection of the relevant, current and seminal texts and journal articles

*2. Analysis and Argumentation (15 Marks)*

- Analysis of the primary data and corroborating with literature
- Use of logical argument.
- Suggestions for future research or other avenues to promote innovation.

*3. Structure and Writing (15 Marks)*

- Articulation and progression of major components or sections of the project.
- Maintenance of overall theme or point that gives the project coherence and significance.
- Clarity, precision and economy of writing.
- Accurate use of academic language and writing conventions appropriate for the specific task.

*4. Presentation and Referencing (15 Marks)*

- Good overall presentation of paper as appropriate to the task.
- Appropriate pagination, layout, margins, typographical accuracy, consistent and appropriate citation style, use of headings, etc.
  - Correct attribution of sources through citations.
  - References listed in bibliography

**External Assessment (40 Marks):**

- Viva (40 Marks)

<b>Course Title with Code:</b>	Business Law (MASIE-AEC 04)
<b>Semester:</b>	<b>4</b>
<b>Credits:</b>	<b>2</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 34: Analyse different laws pertaining to start-ups

CLO 35: Use appropriate legislation for registration of venture

CLO 36: Appraise legal implication for dealing with negotiable instruments

Unit	Title of Unit	Hours	Contents
1	Indian Contract Act, 1872	8	<ul style="list-style-type: none"> <li>➤ Contract – meaning, characteristics and kinds</li> <li>➤ Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects</li> <li>➤ Void agreements</li> <li>➤ Discharge of a contract – modes of discharge, breach and remedies against breach of contract</li> <li>➤ Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Agency</li> </ul>
2	Sale of Goods Act, 1930	6	<ul style="list-style-type: none"> <li>➤ Contract of sale, meaning and difference between sale and agreement to sell.</li> <li>➤ Conditions and warranties</li> <li>➤ Transfer of ownership including sale by a non-owner</li> <li>➤ Performance of contract of sale</li> <li>➤ Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer</li> </ul>
3	Partnership Laws	10	<ul style="list-style-type: none"> <li>➤ Partnership Act, 1932: Nature and Characteristics of Partnership; Registration of a Partnership Firms; Types of Partners; Rights and Duties of Partners; Implied Authority of a Partner; Incoming and outgoing Partners; Mode of Dissolution of Partnership</li> <li>➤ Limited Liability Partnership Act, 2008: Salient Features of LLP; Differences between LLP and Partnership; LLP Agreement; Partners and Designated Partners; Incorporation Document; Incorporation by Registration</li> </ul>
4	Negotiable Instruments Act 1881	6	<ul style="list-style-type: none"> <li>➤ Meaning, Characteristics, and Types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque</li> <li>➤ Holder and Holder in Due Course, Privileges of Holder in Due Course.</li> <li>➤ Negotiation: Types of Endorsements</li> <li>➤ Crossing of Cheque and Bouncing of Cheque</li> </ul>

**Essential Readings:**

- Kuchhal, M.C., and Kuchhal, V. (2018). *Business Law*, New Delhi: Vikas Publishing House
- Ravinder, K. (2016). *Legal Aspects of Business*, New Delhi: Cengage Learning

**Assessment:**

- Term End Exam (30 marks-3 questions to be answered from 6. Each question carries 10 marks)
- Continuous Internal Assessment (20 marks)

<b>Course Title with Code:</b>	Entrepreneurial Project-Phase II { Venture Start-Up} (MASIE-SEC 04)
<b>Semester:</b>	<b>4</b>
<b>Credits:</b>	<b>6</b>
<b>Year of Initiating:</b>	<b>2021-22</b>
<b>Previous Revisions:</b>	<b>NA</b>
<b>Current Revision:</b>	<b>NA</b>

**Course Learning Outcomes:**

At the end of the course, learners will be able to:

CLO 61: Design a prototype and produce/ deliver a sample of product/ service

CLO 62: Develop fundraising plan and mobilise resources

CLO 63: Register a social venture/ record the business development process

S.No	Task	Hours	Contents
1	Product/ service design and Prototyping	60	Students will continue to work in groups. At the end of the process, student groups are supposed to: <ul style="list-style-type: none"> <li>➤ Design the product or service</li> <li>➤ Develop prototype on the product or service or adopt micro entrepreneurship approach</li> </ul>
2	Develop fundraising plan and mobilise resources	60	In the second phase, students have to do the following: <ul style="list-style-type: none"> <li>➤ Develop fundraising plan</li> <li>➤ Mobilise resources through multiple methods</li> </ul>
3	Producing a small sample of goods and sell it/ utilise products of other entrepreneurs for microentrepreneur ship/ provide service on a pilot basis and trying for IPR	60	In the third phase, students have to do the following: <ul style="list-style-type: none"> <li>➤ Producing a small sample of goods/ provide service on a pilot basis or utilise products of other entrepreneurs for microentrepreneur ship or provide service on a pilot basis</li> <li>➤ If its innovative and original, go for IPR (college will support best initiatives)</li> </ul>
4	Registration of the venture (optional)		Students can register (optional) with college support

**Self-Reading:**

- Burns, P (2018). New Venture Creating. London: Macmillan
- Blank, S. & Dorf, B. 2012. The startup owner's manual: The step-by-step guide for building a great company, Pescadero, Calif., K&S Ranch
- Anthony, S.D. 2012. The little black book of innovation: How it works, how to do it, Boston, Harvard Business Review Press

**Assessment:**

- Prototype (20 marks)
- Fundraising Plan (20 marks)
- Professional Development through IC/ GC (20 marks)
- Viva (40 marks)