

COLLEGE OF SOCIAL WORK

(Empowered Autonomous)

(Affiliated to the University of Mumbai)

N.A.A.C Re-accredited with CGPA of 3.53 on four point scale at Grade 'A' (2015)



College of Social Work
Nirmala Niketan

Regulations and Syllabus

For

Master of Arts

(Social Innovation and Entrepreneurship)

As per NEP 2020

UGC guidelines and University of Mumbai Notification 2023

With effect from the academic year 2024 Onwards

Amended 2026

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REGULATIONS

MA (Social Innovation and Entrepreneurship)

(Program Code: 502)

R. 501. A: Eligibility for admission to the First Year of the Two-Year Master of Arts (Social Innovation and Entrepreneurship) / Postgraduate Diploma in Social Innovation and Entrepreneurship Programme (at NCrf Level 6.0) shall be an undergraduate degree (Level 5.5) in any discipline from a UGC/AIU-recognised university in India or abroad. The candidate must have earned the prescribed academic credits, ordinarily ranging from 120 to 132, upon completion of the three-year undergraduate programme. Eligibility for admission to the One-Year Master of Arts (Social Innovation and Entrepreneurship) Programme at NCrf Level 6.5, with effect from the academic year 2027–28, shall be a Postgraduate Diploma in Social Innovation and Entrepreneurship or a four-year undergraduate degree (Honours/Honours with Research) in any discipline at NCrf Level 6.0 from a UGC/AIU-recognised university in India or abroad.

R. 501. B: The programme shall be offered progressively at NCrf Levels 6.0 and 6.5. The duration of the programme at NCrf Level 6.0 shall be one academic year, comprising the First and Second Semesters. A student who opts to exit the programme after successful completion of the First and Second Semesters shall be awarded the Postgraduate Diploma in Social Innovation and Entrepreneurship. For students admitted to the Master of Arts (Social Innovation and Entrepreneurship) programme during the academic years 2024–25, 2025–26, and 2026–27, the duration of the programme at NCrf Level 6.5 shall be two academic years comprising the First, Second, Third, and Fourth Semesters. Upon successful completion of all four semesters, the candidate shall be awarded the Master of Arts (Social Innovation and Entrepreneurship) degree. With effect from the academic year 2027–28, the duration of the Master of Arts (Social Innovation and Entrepreneurship) programme at NCrf Level 6.5 shall be one academic year comprising the Third and Fourth Semesters. Candidates who have successfully completed the requirements of NCrf Level 6.0 and thereafter complete the Third and Fourth Semesters shall be awarded the Master of Arts (Social Innovation and Entrepreneurship) degree.

R. 501. C: The Examination for the programme shall be held at the end of Semesters I, II, III and IV. Examinations for all four semesters shall be the responsibility of the College, in compliance with the University of Mumbai Rules.

R. 501. D: Postgraduate Diploma in Social Innovation and Entrepreneurship / Master of Arts (Social Innovation and Entrepreneurship) shall not be conferred upon a candidate unless the candidate has passed all the papers in theory and in practicum/ internship, or experiential learning components prescribed for the required semester examinations in accordance with the provision that the assessment of 100 per cent in each subject, including practicum and experiential learning components, shall be held at the end of each semester.

R. 501. E: A candidate for being eligible to appear for the Postgraduate Diploma in Social Innovation and Entrepreneurship / Master of Arts (Social Innovation and Entrepreneurship) examinations should have a minimum attendance of 75 per cent in theory papers and 100 per cent attendance in practicum/ internship, or experiential learning components, and shall have successfully completed the class tests, assignments/projects of the internal assessment for all papers and maintained satisfactory conduct. However, a special provision, with the approval of the Principal, may be made for students who obtain 75 per cent attendance in individual papers/courses to be permitted to write the respective subject examination, thereby avoiding backlog/break year.

R. 502. F: There shall be Continuous Internal Assessments and Term-End Semester Examinations for each course/subject.

R. 502. G: Assessment for 04 Credit Courses:

- Total Marks: 100
- External Assessment: 50 Marks and Examination Time: 2 Hours
- External Question Paper Pattern: 1 Long Answer Question ($1 \times 20 = 20$ Marks), 3 Short Answer Questions ($3 \times 10 = 30$ Marks) – with internal choice
- Internal Assessment: 50 Marks
 - Written Assignment: 20 Marks
 - Oral Presentation: 10 Marks
 - Group Discussion/Seminar/Videos/Blogs: 20 Marks

R. 502. H: Assessment for 02 Credit Courses:

- Total Marks: 50
- External Assessment: 25 Marks and Examination Time: 1 Hour
- External Question Paper Pattern: 1 Long Answer Question ($1 \times 15 = 15$ Marks), 1 Short Answer Question ($1 \times 10 = 10$ Marks) – with internal choice
- Internal Assessment: 25 Marks
 - Written Assignment: 10 Marks
 - Oral Presentation: 05 Marks
 - Group Discussion/Seminar/Videos/Blogs: 10 Marks

R. 501. I: Practicum, internship, field engagement, incubation, project work, or experiential learning courses shall be conducted in accordance with the OJT and Final Internship manual.

R. 501. J: The intake capacity for the Postgraduate Diploma in Social Innovation and Entrepreneurship programme at NCrf Academic Level 6.0 shall be 40 students.

R. 501. K: The intake capacity for the Master of Arts (Social Innovation and Entrepreneurship) programme at NCrf Academic Level 6.5 shall be 40 students.

R. 501. L: The PASSING NORMS shall be as follows: To pass a theory course, a student shall obtain a minimum of 40 per cent marks allotted to the course in CIA and End Semester Examinations cumulatively. If a student fails to secure the required minimum 40 per cent marks, the student shall reappear for the additional examination(s). The provisions relating to registration and late fees shall be governed by University norms. To pass a Practicum/Internship/Field Engagement/Project Course, the student shall obtain a minimum of 40 per cent marks in each semester. If a student's performance is consistently found unsatisfactory throughout the semester, the student shall not be permitted to appear for the Viva Voce. Grounds for unsatisfactory performance shall be specified in the Practicum and Field Engagement Manual. Failure in practicum or experiential learning components shall not entitle a student to keep terms for the higher class and the student shall be required to repeat the entire semester's practicum requirements.

R. 501. M: Grace Mark Norms shall be as per the Circular of the University of Mumbai Ref. No. Exam/Controller of Examination/1353/2013 dated 21 September 2013 and DTE Circular: CON/2016/No.302/03 dated 4 March 2017.

R. 501. N: Awarding PG Diploma in Social Innovation and Entrepreneurship / Master of Arts (Social Innovation and Entrepreneurship) Degree: Students who opt to exit after completion of the First Year and secure the required credits shall be awarded the Postgraduate Diploma in Social Innovation and Entrepreneurship, as applicable. Students who complete the Level 6.5 requirements with the required credits shall be awarded the Master of Arts (Social Innovation and Entrepreneurship) degree. These students shall be allowed to re-enter within three years to complete the degree programme.

R. 501. O: Grading and ATKT System:

<i>Marks out of 50</i>	<i>Marks out of 100</i>	<i>Grade Points</i>	<i>Grade</i>	<i>Performance</i>
40 & Above	80 & Above	10	O	Outstanding
35–39.99	70–79.99	9	A+	Excellent
30–34.99	60–69.99	8	A	Very Good
28–29.99	55–59.99	7	B+	Good
25–27.99	50–54.99	6	B	Above Average
23–24.99	45–49.99	5	C	Average
20–22.99	40–44.99	4	D	Pass
Less than 20	Less than 40	0	F	Fail

ii) Students who fail in up to four courses across both semesters (excluding practicum/internship/project components) in an academic year shall be allowed to keep terms (ATKT) and appear for the additional examination(s) in the subsequent semester.

iii) An unsuccessful candidate who has obtained 40 per cent of the full marks in a subject/s may be granted exemption from appearing in those subject/s at the subsequent examination and shall be declared to have passed the respective semester-end examination upon passing the remaining subject/s. Students who fail in more than four courses across both semesters in an academic year shall be declared failed in that academic year.

iv) A student who has not cleared Semesters I, II and III shall not be permitted to appear for Semester IV examinations. However, a candidate who has obtained 40 per cent or more of the full marks in Practicum/Internship/Project Work may claim exemption in the respective component.

R. 501. O: The detailed fee structure is as follows:

	<i>PG Diploma in SIE</i>	<i>MA (SIE)</i>
Tuition Fees	25600	30000
Library Fees	1000	1000
Exam Fees	3793	3793
Enrolment Fees	1050	
Admission Processing	200	200
Development Fees	1800	1300
Computer Practical	2000	1000
Alumni Association Fees	100	
Dissertation fees		500
Immersion and Internship fees	5000	2400
Workshops and Mentoring	3000	3500
Syllabus & Manuals	200	
Students activities	2500	2500
IT/MIS Fees	3500	3500
External Viva	257	307
Total	50000	50000

Note: University Registration, Eligibility Verification and other fees may be extra which has to be paid by students as per CSWNN Exam Cell and University of Mumbai guidelines

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 Phillips 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, established the Department of Social Innovation and Entrepreneurship in the year 2022, which offers the MA (SIE) program.

About the Program

The Postgraduate Diploma in Social Innovation and Entrepreneurship (PGDSIE) and Master of Arts in Social Innovation and Entrepreneurship [MA (SIE)] constitute a progressive programme designed for individuals who view social innovation and enterprise as powerful instruments for social change. The first year of study leads to the award of a Postgraduate Diploma in Social Innovation and Entrepreneurship (NCrF Level 6.0), providing foundational knowledge and practical competencies in social innovation, entrepreneurship, and impact creation. Students who continue and successfully complete the second year (NCrF Level 6.5) are awarded the Master of Arts in Social Innovation and Entrepreneurship [MA (SIE)]. The programme equips learners with the knowledge, skills, values, and entrepreneurial mindset required to launch innovative social ventures, develop sustainable solutions to societal challenges, and assume leadership roles in social enterprises, nonprofit organizations, public systems, and impact-driven businesses.

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 programme 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 the 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.

Structure and Credit Distribution

1st Year of Two-Year MA [Social Innovation and Entrepreneurship] (2024)/ PG Diploma in Social Innovation and Entrepreneurship (2024)							
Year	Semester	Major		RM	RP	OJT	Cumulative Credits
		Mandatory	Track Mode Electives/ Specialisation				
1	1	Major 421: Social Problems (4 credits)	DSE 421: SHG, Microfinance and Livelihoods (4 credits) Or DSE 422: Corporate Social Responsibility (4 credits)	RMC 403: Research Methodology- I (4 credits)	---	---	22
	Major 422: Social Innovation (4 credits)						
Major 423: Organisation Behaviour (4 credits)							
Major 424: Micro Economic Analysis (2 credits)							
1	2	Major 425 : Entrepreneurship (4 credits)	DSE 423: Management of Cooperatives and Producer Companies (4 credits) Or DSE 424: Supply Chain Management (4 credits)		---	OJT 402: Internship	22
	Major 426 : Accounting for Financial Decision Making (4 credits)						
	Major 427 : Research Methodology- II (4 credits)						
	Major 428: Macro Economic Analysis (2 credits)						
Cumulative Credits required for Exit with PG Diploma (Social Innovation and Entrepreneurship):							44

2nd Year of Two-Year MA [Social Innovation and Entrepreneurship] (2024)/ One-Year MA [Social Innovation and Entrepreneurship] (2027)							
Year	Semester	Major		RM	RP	OJT	Cumulative Credits
		Mandatory	Elective				
2	3	Major 521: Social Work Methods (4 credits)	DSE 521: Governance of Social Enterprises (4 credits)	---	RP 503: Research Project- Part A (4 credits)	---	22
		Major 522: Marketing (4 credits)	Or				
		Major 523: Sustainable Development and Law (4 credits)	DSE 522: Circular Economy and Sustainable Business Practices (4 credits)				
		Major 524: Venture Planning Project (2 credits)					
	4	Major 525 : Business Law (4 credits)	DSE 523: Internship in Specialisation Area (4 credits)	---	RP 504: Research Project- Part B (6 credits)	---	22
		Major 526: Human Resource Management (4 credits)	Or				
Major 527 : Operations Management (4 credits)		DSE 524: Venture Start-Up Project (4 credits)					
Cumulative Credits required for MA (Social Innovation and Entrepreneurship): Degree:							88

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 to develop and manage aventure projects
- PSO 3: Identify the relevance of applied economic, social, legal, financial, management and psychological sciences in innovation and entrepreneurship
- PSO 4: Recognise different research designs and design research study on 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 immersion, internships, and projects
- 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: Manage or co-create as specialist in social enterprises (such as SHGs, MFIs, Cooperatives, producer companies, etc) or in sustainable business domains (such as CSR, Ethical Supply Chain Management, Circular Economy/ Sustainability Practice, etc)

SEMESTER- I

Course Title with Code:	Social Problems (Major 421)
Semester:	I
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024

Course Learning Outcomes:

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

- List social problems
- Illustrate the effect of social problem on self and society
- Analyse social problems affecting local communities

Unit	Title of Unit	Hours	Contents
1	Introduction to Social Problems	15	<ul style="list-style-type: none"> ➤ Basic Overview on concept, characteristics, and types of social problems ➤ Social science perspective on social problems
2	Poverty, Urbanisation and Population	15	<ul style="list-style-type: none"> ➤ Poverty: Concept, manifestation, measurement, and poverty reduction strategies ➤ Caste, Class, Tribe, Gender, Disability and Intersectional Marginalities ➤ Unemployment: types, causes, consequences, measures, and remedy ➤ Urbanisation: concept, characteristics, and effects ➤ Population and Development ➤ Environmental Concerns ➤ Comparing Perspectives: Social Development, Human Development and Sustainable Development
3	Some Problems in Social Sphere- I	15	<ul style="list-style-type: none"> ➤ Child Abuse and Child Labour: Concept and Effects ➤ Violence Against Women: Nature, Types and Motivating Factors ➤ Skill Deficit and Reskilling ➤ Access to Education ➤ Communalism and Cultural Nationalism ➤ Religious Tolerance, Peace and Harmony
4	Some Problems in Social Sphere- II	15	<ul style="list-style-type: none"> ➤ Crime: Concept, characteristics, correction ➤ Children in conflict with Law: classification, nature, characteristic, types, methods of treatment and prevention ➤ Alcoholism: Process, problem, treatment and control ➤ Drug Abuse and Addiction: concept, nature, motivating factors, measures and control strategies

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

Field Outreach to expose students on urban social problems affecting local communities (to be conducted at the beginning of the course)

Course Title with Code:	Social Innovation (Major 422)
Semester:	I
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Identify social innovations in both local and global context
- Design human centred solutions and develop business plan
- Suggest appropriate legal structure and scaling up strategies

Unit	Title of Unit	Hours	Contents
1	Introduction to Social Innovation	15	<ul style="list-style-type: none"> ➤ Perspectives and Definition of Social Innovation ➤ Social Innovation Theory ➤ Inspiration (through immersion) ➤ Ideation ➤ Case Studies on Social Innovation: 1098 Child Line, Sulab Toilet, etc
2	Systems Thinking and Designing	15	<ul style="list-style-type: none"> ➤ General Systems Theory ➤ The Integrated Social Intervention Approach: Client, Target, Change Agent, Action Systems ➤ Looking at Solutions from a Systems Perspective ➤ Designing solution using Human-Centred Design and Lean Canvas Approaches
3	Planning, implementing and monitoring social innovation projects	15	<ul style="list-style-type: none"> ➤ Planning tools: Problem Tress Analysis, Log Frame Analysis, Result Based Management, Zero and Incremental Budget ➤ Writing a winning proposal ➤ Seeking grants or raising investments ➤ Implementing: Hiring right people, forming team and allocating tasks ➤ Moniting progress using trackers, rubrics
4	Evaluating and documenting social innovation projects		<ul style="list-style-type: none"> ➤ Evaluation methodologies: quantitative, qualitative and participatory ➤ Designing evaluations, preparing Terms of Reference to hire consultant ➤ Collecting data and Writing effective evaluation reports
<p><i>Readings:</i></p> <ul style="list-style-type: none"> ● Donella, M (2008) <i>Thinking in Systems: A Primer</i>. Chelsea Green Publishing: White River Junction, VT. Introduction, Chapter 1, and the Appendix, pp. 1-34 and 187-194 ● David, P. S. (2015). <i>Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results</i>. Chelsea Green Publishing: White River Junction, VT. 			
<p># Workshop on Lean Canvas #Workshop on LFA, Budget, Proposal Writing</p>			

Course Title with Code:	Organisational Behaviour (Major 423)
Semester:	1
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- State the foundation of organisational behaviour
- Apply personality theory for enhancing employee work efficiency
- 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"> ➤ Concept of Organizational Behaviour ➤ Contributions of Taylor, Weber and Fayol ➤ Perspectives for Understanding Organizational Behaviour: Human Relations Perspective; Systems Approach; Contingency Approach; and Socio-Technical Approach
2	Understanding the Individual	15	<ul style="list-style-type: none"> ➤ Person in the Organization: Major Personality Attributes Affecting Organizational Behaviour; Approaches to Personality and Individual Differences at Work; Trait Theories of Organizational Behaviour ➤ Individual and Organization: Values; Attitudes; Job Satisfaction ➤ Individual in the Organization: Theories of Motivation; Skills Involved in Motivating Employees; Management by Objectives (MBO); Behaviour Modification; Employee Involvement programs
3	Communication and Leadership	15	<ul style="list-style-type: none"> ➤ Communication in Organization: Communication Model; Barriers and Sources of Distortion; Direction and Network of Communication; Cross-Cultural Communication Skills ➤ Leadership: Approaches to Leadership; Contemporary Issues in Leadership; Bases of Power; Skills Involved in Managing Politicking; Followership and Mutual Influence; Networking Negotiating and Enabling
4	Conflict and Stress	15	<ul style="list-style-type: none"> ➤ Conflict: Sources/Causes of Conflict; Types of Conflict; Techniques of Conflict Management ➤ Force Field Analysis ➤ Work Stress: Sources of Stress; Managing Stress ➤ Behavioural Aspect of Managing Across Culture <p># <i>Workshop on Conflict Negotiation/ Non Violent Conversation</i></p>
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Phillips, J.M. & Gully, S.M. (2013). <i>Organizational Behavior (2nd Edition)</i>, Mason, OH: South-Western College Pub ● Stephen P. R. (2008). <i>Organisational Behavior</i>, London: PHI Learning / Pearson Education ● Fred, L. (2001). <i>Organisational Behavior</i>. New York: McGraw Hill 			
# Workshop on Workplace Communication			

Course Title with Code:	Micro Economic Analysis (Major 424)
Semester:	I
Credits:	2
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

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	Major Perspectives	15	<ul style="list-style-type: none"> ➤ Nature and scope of Micro Economics ➤ Law of Demand ➤ Theory of Production ➤ The law of returns to scale ➤ The law of Diminishing Marginal returns ➤ Traditional and Modern Theories of cost ➤ Equilibrium of the firm and industry under perfect competition ➤ Price and output determination under monopoly ➤ Price and output determination under monopolistic competition ➤ Bilateral monopoly, oligopoly and duopoly, Creative Destruction
2	Alternative Theories of Firm and Distribution	15	<ul style="list-style-type: none"> ➤ Bain's limit Pricing theory ➤ Bauriol's Theory of Sales ➤ Neo - classical Theory of Marginal Productivity ➤ Euler's Theorem - Pricing under different market conditions ➤ Theories of Rent, Wages, Interest and Profit ➤ Application of microeconomics in entrepreneurship
<p><i>Readings:</i></p> <ul style="list-style-type: none"> ● Bade, R., and Michael, P. (2001). <i>Foundations of Microeconomics</i>. New York: Addison Wesley Paperback 1st Edition. ● Colander, D. (2008). <i>Microeconomics</i>. Washington DC: McGraw-Hill Paperback, 7th Edition ● Landsburg, S. (2001). <i>Price Theory and Applications</i>. South-Western College Pub, 5th Edition 			
# Workshop on Price Determination for a Product			

Course Title with Code:	SHGs, Microfinance and Livelihoods (DSE 421)
Semester:	I
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Discuss the context and approach of organising SHGs
- State the micro finance services provided to clients
- Develop sustainable livelihood plan for a marginalised group or community

Unit	Title of Unit	Hours	Contents
1	Context and Approach of Organising SHG	15	<ul style="list-style-type: none"> ➤ Context of SHG in developing countries ➤ Overview of the self-help group approach ➤ Self-help group documentation ➤ Cluster level associations and federations
2	Microfinance Ecosystem and Services	15	<ul style="list-style-type: none"> ➤ Understanding financial ecosystem ➤ Financial service providers ➤ Financial services and delivery: savings, credit, agriculture finance, insurance, and payment services ➤ Governance and management of microfinance services
3	Sustainable Livelihoods	15	<ul style="list-style-type: none"> ➤ Sustainable Development Goals ➤ Theories on Livelihoods ➤ Perspectives on Sustainable Livelihoods ➤ Key government schemes for promoting livelihoods in <ul style="list-style-type: none"> a) Urban Areas b) Rural Areas c) Tribal Areas
4	Livelihoods Planning and Promotion	15	<ul style="list-style-type: none"> ➤ Vulnerability, uncertainties, complexity and ambiguity (VUCA) ➤ “Adaptation” as key to change and sustain in VUCA ➤ Key aspects to consider while project planning for livelihoods promotion ➤ Participatory livelihoods assessment and planning (PLAP): methodologies and tools for people centred innovation ➤ Livelihood impact assessment and evaluation
<p><i>Readings:</i></p> <ul style="list-style-type: none"> ● Ledgerwood, J., Earne, J., and Nelson, C. (2013). <i>The New Microfinance Handbook: A Financial Market System Perspective</i>. Washington DC: World Bank. ● May, C., Brown, G., Cooper, N., and Brill. L. (2009). <i>The Sustainable Livelihoods Handbook: An Asset-Based Approach to Poverty</i>. Manchester: Church Action on Poverty and Oxfam. 			
<p># Workshop on Participatory livelihoods assessment and planning #Visit/ interaction with local SHGs</p>			

Course Title with Code:	Corporate Social Responsibility (DSE 422)
Semester:	I
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

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

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
- # Workshop on EIA, SIA and Social Audit

Course Title with Code:	Research Methodology- I (RMC 403)
Semester:	I
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Select and define an appropriate research problem and its parameters
- Prepare a project proposal (to undertake a project).
- Organize and conduct research (advanced project) in a more appropriate manner

Unit	Title of Unit	Hours	Contents
1	Introduction to Social Research	15	<ul style="list-style-type: none"> ➤ Definition of Research ➤ Ontology, Epistemology, and Methodology of Research ➤ Characteristics of Scientific Research ➤ Ethics in Social Research ➤ Overview on qualitative, quantitative and mixed methods research in social sciences
2	Designing the Study	15	<ul style="list-style-type: none"> ➤ Problem Identification ➤ Literature Review ➤ Identifying Gaps and Formulation of Study ➤ Choosing Design: Experimental, Survey, Case Study ➤ Alternative/ Practical Approaches: Participatory Action Research, Participatory Rural Appraisal, Social Cost Benefit Analysis, Social Return on Investment
3	Basic Statistical Concepts	15	<ul style="list-style-type: none"> ➤ Concept, Construct and Variable ➤ Conceptual and operational definitions ➤ Population, Sample, Sampling Frame ➤ Types of Probability and Non-Probability Sampling ➤ Measurement and Scales ➤ Mean, Median and Mode ➤ Range and Standard Deviation ➤ Overview on Inferential statistics: correlation and regression
4	Preparing a research Proposal	15	<ul style="list-style-type: none"> ➤ Setting research objectives and hypothesis ➤ Methods of data collection: difference between interview, questionnaire and observation ➤ Types of questions in a research tool: do's and don'ts ➤ Tool Preparation and Pilot Study

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

Students will be divided in to groups:

- First task is to prepare a research proposal and defend it;
- collect data with minimum 30 samples if quantitative and 3 participants if qualitative research

SEMESTER- II

Course Title with Code:	Entrepreneurship (Major 425)
Semester:	II
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Discuss the entrepreneurial process
- Appraise the theoretical and practical aspects of entrepreneurial marketing and finance
- Illustrate business model and leadership in entrepreneurship

Unit	Title of Unit	Hours	Contents
1	Entrepreneurial Process	15	<ul style="list-style-type: none"> ➤ Theories and perspectives on entrepreneurship ➤ Introduction to the entrepreneurial process, opportunity recognition, entrepreneurial decision making and teamwork in the entrepreneurial process.
2	Entrepreneurial Marketing	15	<ul style="list-style-type: none"> ➤ Concept of marketing in the context of entrepreneurship and new venture creation ➤ Feasibility of a new venture ➤ Understanding customers and users ➤ Communicating a business idea or value proposition to potential investors and other stakeholders
3	Business Model and Leadership	15	<ul style="list-style-type: none"> ➤ Different forms of business ➤ Ideate, develop, iterate and test business models. ➤ Skills to identify, understand and tackle key challenges associated with leading a start-up ➤ 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
4	Entrepreneurial Finance	15	<ul style="list-style-type: none"> ➤ Resource generation for new ventures. ➤ Bootstrapping strategies, ➤ Banks and business angels' perspectives on investments in new ventures, and managing portfolio after the investments are made ➤ Venture capital markets ➤ Basic frameworks and techniques for analysing and utilizing critical resources and capabilities in emerging ventures.
Essential Readings: <ul style="list-style-type: none"> ● Aulet, B. (2013). <i>Disciplined Entrepreneurship: 24 Steps to a Successful Start-up</i>. New York: Wiley ● Bygrave, W., & Zacharakis, A. (2017). <i>Entrepreneurship</i>. New York: Wiley ● Neck, H., Neck, C., and Murray, E. (2018). <i>Entrepreneurship: The Practice and Mind-set</i>. Singapore: Sage Publishing 			
# Workshop and Presentation on Opportunity Identification			

Course Title with Code:	Accounting for Financial Decision Making (CC 426)
Semester:	II
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

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"> ➤ Basic accounting principles and concepts ➤ Origin and recording of business transactions ➤ Subsidiary books ➤ Trial balance ➤ Bank reconciliation statement ➤ Final accounts
2	Management Accounting	15	<ul style="list-style-type: none"> ➤ Management accounting vs financial accounting ➤ Interpretation of financial statement ➤ Ratio Analysis ➤ Budget and budgetary control ➤ Standard costing and variable analysis ➤ Material labour and overhead ➤ Reporting variances ➤ Marginal costing
3	Basic Costing	15	<ul style="list-style-type: none"> ➤ Capital budgeting and techniques ➤ Risk evaluation and sensitivity analysis ➤ Measurement of cost of capital and determining return ➤ Social cost and benefit analysis
4	Financial Management Skills	15	<ul style="list-style-type: none"> ➤ Working Capital Analysis ➤ Management of Cash and marketable securities ➤ Investment and inventory management ➤ Management of accounts receivables ➤ Credit and cash flow analysis ➤ Dividend, share and stocks ➤ Depreciation accounting policies ➤ Management of investment portfolios
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Robert, N.A., David, H. and Merchant, A. (2013). <i>Accounting: Text and Cases</i>. New York: McGraw-Hill Education ● Levy H. and M. Sarnat. (1998). <i>Principles of Financial Management</i>. London: Pearson Education 1998 			
# Workshop on Book Keeping			

Course Title with Code:	Research Methodology- II (Major 407)
Semester:	II
Credits:	4
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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



Unit	Title of Unit	Hours	Contents
1	Data analysis	15	<ul style="list-style-type: none"> ➤ Data cleaning, editing ➤ Data processing and Preparation of Code Book ➤ Data Presentation: Graphs, Tabulation & Charts ➤ Inferential Statistics: Chi-square, t-test and ANOVA ➤ Manual qualitative data analysis: thematic analysis, within and across case analysis, writing narratives/ case studies
2	Introduction to SPSS, Data Cleaning, Data Input/Entry and Data Manipulation	15	<ul style="list-style-type: none"> ➤ Introduction to SPSS: Functions, Menus, Commands ➤ SPSS file management ➤ Defining variables ➤ Manual and Automated input of data and importing data from Excel spreadsheets ➤ Data Manipulation, Modification and Transformation – computing new variables, changing or adding variables ➤ Recoding data values ➤ Selecting subsets of the data ➤ Splitting data files to obtain subgroup summaries ➤ Output management
3	Analyses of Data Using SPSS	15	<ul style="list-style-type: none"> ➤ Descriptive Analysis: Frequencies, Mean, Median, Mode, Range, Cross-tabs ➤ Inferential Statistics and Interpretation of Tests ➤ Non parametric tests ➤ Presentation of Data: Graphs and Tabulation
4	Writing a Research Report	15	<ul style="list-style-type: none"> ➤ Nature and Structure of a Research Report ➤ Writing style ➤ Writing methodology and results chapter ➤ Formatting of Chapters and Nature of content of each chapter ➤ Preparing First Pages and Annexures of a Research Report ➤ Writing Reference List

Readings

- Kumar, R. (2014) Research Methodology: A Step by-Step Guide for Beginners. New Delhi: SAGE – Cha. 9, 10, 11,17
- Field, A. (2005) Discovering Statistics Using SPSS. (2nd Ed.) New Delhi: SAGA Publications
- Antonius, R. (2003) Interpreting Quantitative Data with SPSS. New Delhi: SAGE Publications

Workshop on Proposal Writing, Academic Writing and Planning for Data Collection

Course Title with Code:	Macro-Economic Analysis (Major 428)
Semester:	II
Credits:	2
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Discuss the current state of Indian economy
- Reflect on the consumption and investment functions in the economy
- Analyse different macro-economic perspectives

Unit	Title of Unit	Hours	Contents
1	Introduction to Consumption, Investment and Outcomes	15	<ul style="list-style-type: none"> ➤ How does the national and global economy operate ➤ Circular flows of income in different sectors of economy ➤ Opening up of market in the Indian economy due to liberalisation, privatisation and globalisation ➤ Role of global financial institutions – IMF, WB, IBRD ➤ Balance of payments crisis and Govt of India’s Policy Decisions ➤ Keynes’s psychological law of consumption ➤ Short-run and long run consumption function ➤ Life cycle, relative and permanent income hypotheses ➤ Marginal efficiency of capital and investment ➤ Investment behaviour ➤ Inflation and Stagflation ➤ Influence of policy measures on investment ➤ Recession
2	Macro-Economic Perspectives on Monetary and Fiscal Policies of Government	15	<ul style="list-style-type: none"> ➤ Adam Smith and invisible hand ➤ Keynesian theory of income, output and employment ➤ Criticism of Keynesian theory ➤ Supply side economics - adoptive and rational expectations theory ➤ Monetary policy ➤ Fiscal policy ➤ Impact due to Global Trade Regimes; WTO, IPR, GATT, GATS ➤ Application of macroeconomics in entrepreneurship
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Blackhouse, R. and Salansi, A. (2000). <i>Macro Economics and the Real World</i> (2 Vols.). London: Oxford University Press ● Branson, W.A. (1989). <i>Macro Economic Theory and Policy</i> (3rd Edition). New York: Harper and Row ● Hall, R.E. and Taylor, J.B. (1986). <i>Macro Economics</i>. New York: W.W. Norton, ● Thomas, A. (2021), <i>Macroeconomics: An Introduction</i>, Cambridge: Cambridge University Press. 			
# Workshop on Investments			

Course Title with Code:	Management of Cooperatives and Producer Companies (DSE 423)
Semester:	II
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

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

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.

#Visit to Cooperatives/ FPOs

Course Title with Code:	Supply Chain Management (DSE 424)
Semester:	II
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Distinguish logistics and supply chain management
- Discuss vendor and purchase management strategies
- 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"> ➤ Difference between Logistics and Supply Chain Management ➤ Logistics and Competitive Advantage ➤ Logistics Mix ➤ Logistics in Organised Retail in India ➤ Concept of Integrated Logistics ➤ Surveillance System – Digital Tracking System
2	Vendor and Purchase Management	15	<ul style="list-style-type: none"> ➤ Concept, and functions of Supply Chain Management (SCM) ➤ Creating value, enlisting suppliers to innovate, and leveraging value chain partner ➤ Building a long-term relationship with vendors ➤ Purchase insurance and evaluation of purchase performance
3	Packaging and Distribution	15	<ul style="list-style-type: none"> ➤ Concept of Logistical Packaging ➤ Design Consideration in Packaging ➤ Types of Packaging Material ➤ Packaging Costs ➤ Material handling system design and decision ➤ Strategies of warehousing and storekeeping ➤ Third Party logistics Services and providers ➤ Channels of distribution logistics
4	New Age SCM	15	<ul style="list-style-type: none"> ➤ EDI, ERF, Internet, e – Commerce, and Bar coding ➤ Electronically linking the supply chain ➤ Supply chain performance measurement ➤ Value chain management and customers relations ➤ Indigenous and global sourcing ➤ Developing and implementing partnerships in the ethical supply chain
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Lambert, D.M. (2006). <i>Supply Chain Management: Processes, Partnerships, Performance</i>. The Supply Chain Management Institute, FL. 			
<p># Interaction with Logistics Managers</p>			

Course Title with Code:	Internship (OJT 402)
Semester:	II
Credits:	4
Year of Initiating:	2022
Previous Revisions:	2024
Current Revision:	2026

S. No.	Task	Contents
1	Understanding the Host Organization	<ul style="list-style-type: none"> • Study the vision, mission, objectives, and legal structure of the organization. • Understand the organization's business model and social impact strategy. • Examine key programmes, products, services, and stakeholders. • Analyse the organization's contribution to sustainable development and social change.
2	Understanding the Social and Market Context	<ul style="list-style-type: none"> • Identify the social problem or developmental challenge addressed by the organization. • Understand beneficiary/customer needs and stakeholder expectations. • Analyse the local socio-economic ecosystem. • Study market opportunities, partnerships, and support systems available to the enterprise.
3	Participation in Organizational Functions	<ul style="list-style-type: none"> • Assist in programme implementation, operations, administration, or project coordination. • Participate in community outreach, field visits, stakeholder consultations, or customer engagement activities. • Support documentation, reporting, communication, fundraising, marketing, or impact assessment activities.
4	Innovation and Enterprise Development Exposure	<ul style="list-style-type: none"> • Observe innovation processes, product/service development, and scaling strategies. • Understand resource mobilization, financial sustainability, and impact measurement mechanisms. • Participate in brainstorming, design thinking, incubation, or enterprise development activities wherever feasible.
5	Professional Reflection and Learning	<ul style="list-style-type: none"> • Maintain a daily/weekly internship diary. • Reflect on professional competencies acquired during the internship. • Analyse challenges faced and lessons learned. • Develop recommendations for improving organizational effectiveness or social impact.

Note: Assessment and Reporting Guidelines are provided in the Manual, which will be handed over to the students at the beginning of the placement.

SEMESTER- III

Course Title with Code:	Social Work Methods (Major 521)
Semester:	III
Credits:	4
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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

- Initiative works with individual and families who avail services
- Reflect on group dynamics and facilitate appropriate services
- Recognise community organisation as a strategy of mobilising community members

Unit	Title of Unit	Hours	Contents
1	Working with Individuals	15	<ul style="list-style-type: none"> ➤ Understanding self and others through Johari Window ➤ Appreciating diversity ➤ Principles of working with individuals ➤ Understanding unique needs of individuals ➤ Developing empathy and compassion ➤ Designing and offering tailor made services to individuals
2	Working with Families	15	<ul style="list-style-type: none"> ➤ Family System Theory ➤ Family as a Unit of Society ➤ Working adults, children youth and aged ➤ Engaging with Families as a whole ➤ Modern/ postmodern families
3	Working with Groups	15	<ul style="list-style-type: none"> ➤ Group dynamics ➤ Stages of group formation ➤ Facilitating services with target groups ➤ Empowering groups to avail services and products
4	Working with Communities	15	<ul style="list-style-type: none"> ➤ Understanding community and resource systems ➤ Power structures in community ➤ Principles of community organisation ➤ Negotiating with gatekeepers ➤ Postmodern notions of community ➤ Engaging with Remote, far-off, online and digital
<p><i>Readings:</i></p> <ul style="list-style-type: none"> ● Lindsay, T. (2013). <i>Social Work Intervention</i>. University of Ulster, UK. ● Adam, J., & Luisa, N. (2011). <i>Methodology of Intervention in Social Problems (Chapter 3)</i>. In <i>Sociology of Social Problems</i> London: Cambridge University Press ● Sriram, R. (2014). <i>Engaging in Social Interventions</i>. Delhi: Concept Publishing <p><i># Skill workshop on program media/ development communication</i></p>			

Course Title with Code:	Marketing (Major 522)
Semester:	III
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Distinguish advertisement and sales functions in enterprises
- State the distribution strategies
- Discuss the emerging concepts in marketing

Unit	Title of Unit	Hours	Contents
1	Basics of marketing	15	<ul style="list-style-type: none"> ➤ Marketing-meaning-functions ➤ Product planning and development ➤ Product positioning and targeting ➤ Managing product life cycle ➤ Product branding and packaging ➤ Pricing factors, pricing methods and procedures
2	Advertisement and sales	15	<ul style="list-style-type: none"> ➤ Advertising and measuring advertising effectiveness ➤ Sales promotion tools and techniques ➤ Personal selling and salesman qualities ➤ Determining sales territory, fixing sales quota and target
3	Distribution	15	<ul style="list-style-type: none"> ➤ Distribution strategies ➤ Types of channels and role of intermediaries ➤ Marketing logistics – transport, warehousing and inventory control <p># Visit to marketing department of an enterprise</p>
4	Emerging concepts in marketing	15	<ul style="list-style-type: none"> ➤ Relationship marketing ➤ Digital/ online Marketing – E-Commerce ➤ Machine Learning – A.I., Robotics, Block Chain, Cloud Computing, Drones, GIS, and GPS ➤ Consumer protection laws and forum in India
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Kotler, P., and Keller, K. (2012). <i>Marketing Management (14th Edition)</i>, New Jersey: Prentise Hall ● Ramasamy, V., and Namakumari, S. (2009). <i>Marketing: Global Perspective and Indian Context</i>, New Delhi: Mac Millan <p># <i>Workshop on Digital Marketing Tools and Techniques</i></p>			

Course Title with Code:	Sustainable Development and Law (Major 523)
Semester:	III
Credits:	4
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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

- State the conceptual foundation on sustainable development
- Discuss the principles of environmental protection
- Relate to environmental legislations and remedies

Unit	Title of Unit	Hours	Contents
1	Overview on Sustainable Development	15	<ul style="list-style-type: none"> ➤ Critique of the mainstream model of economic growth ➤ Key concepts in ecological economics ➤ Sustainable development: perspective and concepts ➤ International regime: Stockholm declaration 1972; world conservation strategy 1980; ➤ Brundtland Report 1987; Rio Declaration 1992; Johannesburg Declaration 2002, ➤ Kyoto Protocol 1997, Paris Agreement 2015, COP
2	Principles of environment protection	15	<ul style="list-style-type: none"> ➤ Inter-generational and Inter-generational Equity; Precautionary Principle; Polluter Pays Principle; Public Trust Doctrine; Community rights ➤ Case Analysis on: <ul style="list-style-type: none"> -Indian Council for Enviro-Legal Action v. Union of India, (2011) 12 SCC 768 -Vellore Citizens Welfare Forum v. Union of India, AIR 1996 SC 2715 -Narmada Bachao Andolan v. Union of India, AIR 2000 SC 3751 -Jitendra Singh v. Ministry of Environment & Ors., Supreme Court, Civil Appeal No. 5109/2019, 25 November 2019
3	Overview on Environmental Legislations	15	<ul style="list-style-type: none"> ➤ Constitutional commitment to protection of environment ➤ Protection of environment under general laws (tort; IPC; CrPc) ➤ Salient feature of Environmental Protection Act ➤ Laws on Water, Air and Noise Pollution ➤ Laws on protection of forests, wild life, and coastal zone man
4	Legal Remedies	15	<ul style="list-style-type: none"> ➤ Land acquisition law and protocols ➤ Community rights- JFM and PESA ➤ Public Interest Litigation and Right to Information ➤ Environment Tribunals
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Pittawalla, H.D. (2021). Environmental Law. Mumbai: Jamnadas & Co ● Stavins, RN. (2005). Economics of the Environment. New York, NY: W.W. Norton and Company. <p># Interaction with Environmentalists / Visit to Sanjay Gandhi National Park</p>			

Course Title with Code:	Venture Planning Project (Major 524)
Semester:	III
Credits:	2
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Develop business idea
- Conduct market survey
- Prepare business plan

S.No	Task	Contents
1	Generation of Business Idea	Students will be paired in groups of 4 to 5 and will work on a business idea. They will be free to consult academic mentors and real-life entrepreneur mentors. They can visit business school, project sites/ communities, and enterprises in Mumbai.
2	Conducting a Market Survey	In the second phase, students have to conduct short research on the feasibility of the business idea through market survey.
3	Preparation of Business Plan	In the final phase, students have to: Prepare a Business Plan
<p>Self-Reading:</p> <ul style="list-style-type: none"> ● Lumsdaine, E., and Binks, B., (2007). <i>Entrepreneurship from Creativity to Innovation: Thinking Skills for a Changing World</i>. Trafford Publishing, Victoria, BC Canada ● Clark, C., (1999). <i>How to give effective business briefings</i>. London: Kogan Page ● Refer to some modern 		
<p>Assessment:</p> <p>Internal Assessment:</p> <ul style="list-style-type: none"> ● Report (15 marks) ● Professional Development through IC/ GC (10 marks) <p>External Assessment</p> <ul style="list-style-type: none"> ● Business Plan Presentation / PPT (10 marks) ● Viva (15 marks) 		

Course Title with Code:	Governance of Social Enterprises (DSE 521)
Semester:	III
Credits:	4
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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

- Distinguish social enterprises from business enterprises
- State the strategies of management in social enterprises
- Discuss the emerging concepts in measuring the success of social enterprises

Unit	Title of Unit	Hours	Contents
1	Social Enterprise Landscape in India	15	<ul style="list-style-type: none"> ➤ Initiatives of Ashoka, Unlimited India, RIN, Vilgro, TISS and other incubators to promote Social Entrepreneurship ➤ Social Innovation & Entrepreneurship in India: Review of Health, Education, Agriculture, Renewable Energy/ Waste and Skill Development Sectors ➤ Government of India's schemes to promote startups
2	Legal Setup	15	<ul style="list-style-type: none"> ➤ Non-Profit or Public Charitable Organization: Indian Trust Act 1882, Bombay Public Trust Act 1950, Societies Registration Act ➤ The For-Profit Social Enterprise: Limited Liability Partnership, Companies Act ➤ The Hybrid Model: Case of Under the Mango Tree ➤ Case Studies of different models
3	Social Enterprise Finance	15	<ul style="list-style-type: none"> ➤ Grants from foundation (for Non-Profit Organization) ➤ Government schemes- MSME, Startup India, etc ➤ Banks ➤ Angel Investors, Venture Capitalists ➤ Incubators ➤ Other ecosystem enablers such as RIN, Unlimited India, Ashoka, AIMS, etc
4	Setting up a Governing Board	15	<ul style="list-style-type: none"> ➤ Governance- its important for social enterprises ➤ Evolution of boards over the lifespan of a social enterprise ➤ Choosing the right governance structure and recruiting the right board members ➤ Rights and duties of board members ➤ Creating a board culture ➤ Setting systems for management reporting to the board
Essential Readings:			
<ul style="list-style-type: none"> ● Schöning, M., ET ALL (n.d). Governance of Social Enterprises. UK: Schwab Foundation ● Bob, D., ET ALL (2012). <i>Management for Social Enterprise</i>, Liverpool Hope University, UK ● Swiznet (2009). <i>Social Entrepreneurship in India</i>, Bangalore: Swiznet https://www.indembassybern.gov.in/docs/Social-Entrepreneurship-Report.pdf 			
# Workshop on Fundraising			

Course Title with Code:	Circular Economy and Sustainable Business Practices (DSE 522)
Semester:	III
Credits:	4
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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

- Distinguish circular from linear economy
- State the sustainable business practices and pathways
- Discuss the emerging sustainability challenges

Unit	Title of Unit	Hours	Contents
1	Introduction to Circular Economy	15	<ul style="list-style-type: none"> ➤ Emergence and concept of circular economy ➤ Principles and building blocks of circular economy ➤ Life cycle assessment ➤ Introduction to eco-design ➤ Overview of circular economy models
2	Sustainable Business Practices	15	<ul style="list-style-type: none"> ➤ Understanding Waste and establishing sustainability as an objective ➤ Saving water and power ➤ Minimising packaging ➤ Reuse, Repair, Remanufacturing and Recycling ➤ Sustainable and Clean Production
3	Sustainable Business Pathways	15	<ul style="list-style-type: none"> ➤ National action plan on climate change ➤ Climate change impact on business ➤ National guidelines for responsible business conduct ➤ Role of sustainability councils/ departments in companies ➤ Case study of IKEA, Nike, Godrej, Tata and Mahindra
4	Addressing Sustainability Challenges		<ul style="list-style-type: none"> ➤ Technological limitations ➤ Financing green transactions ➤ Respecting Aboriginal/ tribal rights: International and Indian perspectives ➤ Measuring and reporting sustainability ➤ Educating customers on ethical consumerism

Readings

- Tatjana, T., and Jeslina, T. (2006): Introduction to Circular Economy. Ekonomikas un kulturas augstskola https://www.augstskola.lv/upload/book_Introduction_to_Circular_Economy_2020.pdf
- Scott, J. (2000): The Sustainable Business. UK: Greenleaf Publishing https://efmdglobal.org/wp-content/uploads/Sustainable_Business_EN_Book-2018.pdf
- Blowfield, M (2013): *Business and Sustainability*, Delhi: Oxford University Press

Visit to an Industry/ Plant following Sustainable Business Pathways

Course Title with Code:	Research Project- Part I (RP 503)
Semester:	III
Credits:	4
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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

- Conceive of individual research project and write the introduction and methodology chapters
- Conduct independent data collection
- Discuss the ethical concerns in the data collection process

Assessment:

External Assessment (50 marks):

- Product Assessment of Chapter 1 and 2 (30 Marks)
- Proposal Presentation (20 Marks)

Continuous Internal Assessments (50 marks)

- Product Assessment of Chapter 1 and 2 (30 Marks)
- Participation in IC/ GC and Complying with Guide's suggestions (20 marks)

Workshops on Data Collection, and Data Analysis

SEMESTER- IV

Course Title with Code:	Business Law (Major 525)
Semester:	IV
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Analyse different laws pertaining to start-ups
- Use appropriate legislation for registration of venture
- Appraise legal implication for dealing with negotiable instruments

Unit	Title of Unit	Hours	Contents
1	Indian Contract Act, 1872	15	<ul style="list-style-type: none">➤ Contract – meaning, characteristics and kinds➤ Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects➤ Void agreements➤ Discharge of a contract – modes of discharge, breach and remedies against breach of contract➤ Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Agency
2	Sale of Goods Act, 1930	15	<ul style="list-style-type: none">➤ Contract of sale, meaning and difference between sale and agreement to sell.➤ Conditions and warranties➤ Transfer of ownership including sale by a non-owner➤ Performance of contract of sale➤ Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer
3	Partnership Laws	15	<ul style="list-style-type: none">➤ 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➤ 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
4	Negotiable Instruments Act 1881	15	<ul style="list-style-type: none">➤ Meaning, Characteristics, and Types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque➤ Holder and Holder in Due Course, Privileges of Holder in Due Course.➤ Negotiation: Types of Endorsements➤ Crossing of Cheque and Bouncing of Cheque
Essential Readings: <ul style="list-style-type: none">● Kuchhal, M.C., and Kuchhal, V. (2018). <i>Business Law</i>, New Delhi: Vikas Publishing House● Ravinder, K. (2016). <i>Legal Aspects of Business</i>, New Delhi: Cengage Learning			
# Workshop on Legal Aspects of Business Drafting and Communication			

Course Title with Code:	Human Resource Management (Major 526)
Semester:	IV
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- Apply labour legislation with respect to workplace context
- Develop training plan and use various methodologies
- Establish performance, payroll and grievance management systems

Unit	Title of Unit	Hours	Contents
1	HR Planning and Recruitment	15	<ul style="list-style-type: none"> ➤ Concepts & Process of HRP ➤ Considerations – Technology, Finance, Product Demand. Managerial Estimates, Trend Analysis, Work Study, Job Analysis, Supply Forecasting ➤ Human Resource Information System (HRIS) ➤ Preparing JD ➤ Recruitment, and Induction process
2	Select Labour Legislations	15	<ul style="list-style-type: none"> ➤ Factories Act 1948 ➤ Workman’s Compensation Act, 1923 ➤ Employees State Insurance Act 1948 ➤ EPF and Miscellaneous Provisions Act, 1952. ➤ Payment of Wages Act, 1936 ➤ Minimum Wages Act, 1948 ➤ Industrial Disputes Act 1987 ➤ Industrial Employment (standing orders) Act, 1946 ➤ Trade Union Act, 1926 and latest amendments
3	Training /HRD	15	<ul style="list-style-type: none"> ➤ Training process-an overview ➤ Training methods and techniques ➤ Training need assessment ➤ Lesson planning and development of training modules ➤ Facilitation skills ➤ Training aids ➤ Evaluation of training
4	Performance, Payroll and Grievance Management	15	<ul style="list-style-type: none"> ➤ Performance goal setting and appraisal ➤ Career planning and development ➤ Establishing Pay plans: Basics of compensation - factors determining pay rate - Statutory benefits - non-statutory (voluntary) benefits ➤ Grievance’s handling - managing dismissals and separation
<p>Essential Readings:</p> <ul style="list-style-type: none"> ● Kew, J and Stredwick, J. (2013). <i>HRM in a Business Context</i>. London: CIPD ● Aguinis, H. (2014). <i>Performance Management</i>, Harlow: Pearson ● Srivastava, C. (2007). <i>Labour Law and Labour Relations</i>. Delhi: Indian Law Institute 			
#Workshop on preparation of JD Drafting and Performance Management			

Course Title with Code:	Operations Management (Major 527)
Semester:	IV
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Course Learning Outcomes:

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

- State the planning process in production management
- Discuss the concepts related to material management
- Relate to quality management concern in enterprises

Unit	Title of Unit	Hours	Contents
1	Overview on Operations	15	<ul style="list-style-type: none"> ➤ Nature and scope of production and operations management ➤ Facility location ➤ Types of Manufacturing systems and layouts ➤ Material Planning ➤ Line balancing ➤ Operations Decisions
2	Production Planning and Materials Management	15	<ul style="list-style-type: none"> ➤ Production Planning and control- meaning- functions ➤ Master production Schedule ➤ Material Requirement planning ➤ Capacity requirement planning ➤ Overview of materials planning ➤ Types of inventories and inventory control ➤ Purchase Management ➤ Stores Management
3	Quality Management	15	<ul style="list-style-type: none"> ➤ Quality Control- Quality assurance ➤ Statistical Quality Control ➤ Control for variables and attributes ➤ Quality Circles ➤ Total Quality Management ➤ Applying for ISO 9000
4	Aspects of Productivity Improvement	15	<ul style="list-style-type: none"> ➤ Productivity Paradox in Organizations ➤ Productivity Management: Philosophy, Tools & Techniques ➤ Tools for Sustaining Productivity Improvements ➤ Challenges in Lean Management

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

Visit to production unit

Interaction session with material/ production managers

Course Title with Code:	Internship in Specialisation Area (DSE 523)
Semester:	IV
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

Description

The Advanced Internship in Social Innovation and Entrepreneurship provides students with an opportunity to undertake a structured, supervised professional placement in a social enterprise, impact startup, incubation centre, CSR foundation, development consulting organization, cooperative, nonprofit enterprise, government innovation mission, or other social impact organization. The internship is designed as an apprenticeship-level learning experience that enables students to integrate theoretical knowledge with professional practice while assuming significant responsibilities within the host organization. The internship aims to expose students to the complexities of innovation, enterprise development, impact management, resource mobilization, stakeholder engagement, and organizational leadership in real-world settings.

Note: At the commencement of the internship, a Tripartite Learning Agreement shall be jointly developed by the Agency Supervisor, Faculty Mentor, and Student. The learning objectives, expected competencies, deliverables, and assessment criteria shall be specified in the Learning Agreement. The assessment process shall be guided by the approved Learning Plan.

Objectives:

Internship provides practical experience in the industry/social enterprise. It is a structured, supervised placement. Following are the intended objectives of internship training:

- Exposure to the industrial/ social enterprise environment, which cannot be simulated in the classroom and hence creating competent professionals.
- Learn, understand and sharpen the real time technical / managerial skills required at the job.
- Exposure to the current technological, management developments relevant to the specialisation area of training.

NOTE: At the beginning of the internship a tripartite agreement on the learning plan shall be co-developed by the Agency Supervisor, Faculty Mentor and the Students. The assessment process will be guided by the learning plan set jointly.

Course Learning Outcomes:

1. Apply and integrate advanced knowledge of social innovation, entrepreneurship, sustainability, and impact creation in professional practice, demonstrating ethical conduct, accountability, communication, teamwork, and problem-solving skills.
2. Demonstrate managerial and leadership competencies in planning, implementing, monitoring, and evaluating social innovation and enterprise initiatives, while engaging effectively with diverse stakeholders and contributing to enterprise development, resource mobilization, innovation design, and project management.
3. Critically analyze and reflect upon organizational systems, business models, and social impact strategies, assess outcomes using evidence-based approaches, and produce a professional internship report integrating experiential learning with academic knowledge.

Tasks:

<i>S. No.</i>	<i>Area of Learning</i>	<i>Activities</i>
1	Organizational Analysis	Study the vision, mission, governance structure, business model, operational systems, and impact strategy of the host organization.
2	Enterprise and Innovation Management	Participate in enterprise operations, programme implementation, innovation development, incubation, product/service design, or venture support activities.
3	Project Leadership	Undertake responsibility for a defined project, programme component, research assignment, or organizational development initiative.
4	Stakeholder Engagement	Interact with beneficiaries, clients, community groups, investors, government agencies, donors, and strategic partners.
5	Resource Mobilization and Sustainability	Assist in fundraising, grant writing, proposal development, marketing, partnerships, and revenue generation activities.
6	Monitoring, Evaluation and Impact Assessment	Participate in impact measurement, data collection, programme evaluation, and reporting processes.
7	Professional Development	Demonstrate workplace competencies, ethical conduct, teamwork, communication skills, and leadership abilities.

Internal Assessment (50 Marks):

- **Internship Report: 30 Marks**
Student should prepare a comprehensive report to indicate what he has observed and learnt in the training period. The student may contact Industrial Supervisor/ Faculty Mentor for setting the learning plan for the internship and should prepare the final report on the basis of the learning plan. The internship report should be signed by the Faculty Mentor on the due date informed by the College. The Internship report will be evaluated on the basis of following criteria: i. Originality. ii. Adequacy and purposeful write-up. iii. Organization, format, drawings, sketches, style, language etc. iv. Variety and relevance of learning experience. v. Practical applications, relationships with basic theory and concepts taught in the course
- **Individual Conferences (IC) and Group Conference (GC) : 20 marks**
Individual Conferences (IC) is arranged to facilitate interaction, sharing and feedback between supervisor and supervisee in a systematic, planned and confidential setting. ICs are supposed to be held every week during the assigned time. It provides a platform to discuss the issues and concerns arising out of field work. The supervisor is expected to facilitate the students to relate theory with practice, and monitor their progress in terms of accomplishment of field work tasks and objectives and improvement in quality of reporting. It provides the student an opportunity to reflect on their own strengths and weaknesses and work on them for the betterment. All students are mandatorily required to attend all such Supervisory conferences. Field work without IC is considered as unsupervised field work and stands a chance of being cancelled. In Group Conference (GC) each student is supposed to assume the role of Chairperson, Presenter and Reporter at least once in each Group Conference. It is an evaluative component of Internship.

External Assessment (50 Marks): Internship Presentation / PPT (20 Marks) + Viva (30 Marks)

Course Title with Code:	Venture Start-Up Project (DSE 524)
Semester:	IV
Credits:	4
Year of Initiating:	2022
Previous Revisions:	NA
Current Revision:	2024-25

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	Contents
1	Product/ service design and Prototyping	Students will continue to work in groups. At the end of the process, student groups are supposed to: <ul style="list-style-type: none"> ➤ Design the product or service ➤ Develop prototype on the product or service or adopt micro entrepreneurship approach
2	Develop fundraising plan and mobilise resources	In the second phase, students have to do the following: <ul style="list-style-type: none"> ➤ Develop fundraising plan ➤ Mobilise resources through multiple methods
3	Producing a small sample of goods/ service and sell it/ OR utilise products of other entrepreneurs for micro entrepreneurship/ provide service on a pilot basis and register for IPR	In the third phase, students have to do the following: <ul style="list-style-type: none"> ➤ Producing a small sample of goods/ provide service on a pilot basis or utilise products of other entrepreneurs for micro entrepreneurship or provide service on a pilot basis ➤ If its innovative and original, go for IPR (college will support best initiatives)
4	Registration of the venture (optional)	Students can register (optional) with college support to get benefits related to campus startup scheme
<p>Self-Reading:</p> <ul style="list-style-type: none"> ● 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 		
<p><i>Internal Assessment:</i></p> <ul style="list-style-type: none"> ● Prototype (15 marks) ● Fundraising Plan (15 marks) ● Professional Development through IC/ GC (20 marks) <p><i>External Assessment:</i></p> <ul style="list-style-type: none"> ● Presentation/ PPT (20 marks) ● Viva (30 marks) 		

Course Title with Code:	Research Project (RP 504)
Semester:	IV
Credits:	6
Year of Initiating:	2024-25
Previous Revisions:	NA
Current Revision:	NA

Course Learning Outcomes:

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

- Use relevant scientific literature and apply research methods to research problem identified
- Collect data for statistical treatment or qualitative analysis in an ethically correct manner
- 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

A research report of minimum 30 pages has to be submitted to the Head of the Department by the date specified by the College. The four chapters in the report are:

1. Introduction (min 10-15 pages)

Statement of the research problem, aims of the paper and the significance of the research.
A discerning review of the relevant, current and seminal texts and journal articles
Critical gaps, research questions/ objectives and hypothesis if any

2. Methodology (min 5-10 pages)

Use of a research methodology appropriate to the research questions.
Use of ethically correct data collection process
Explanation of data analysis process

3. Results (min 10-20 pages)

Presentation of the primary data
Use of logical argument to explain the data presented through graphs, tables, etc.

4. Discussion and Conclusion (min 5-10 pages)

Articulation and connecting findings with recent literature.
Reflections on the thesis statement.
Accurate use of academic language and writing conventions to sum up the study.

References and Annexures

Correct attribution of sources through in-text citations and references listed at the end
Provide tools, consent forms and other documents related to the research project

Note #Assessment is on Chapter 3, 4 and 5.

Internal (Product and Process) Assessment (75 Marks):

- Product Assessment (60 Marks)
- Timely submission of drafts, IC/GC and complying with guide's suggestions (15 Marks)

External (Product and Presentation) Assessment (75 Marks):

- Product Assessment (30 Marks)
- Presentation (15 Marks)
- Viva (30 Marks)