Prospectus 2025



Post-Graduate Programmes
Tata Institute of Social Sciences
School of Management & Labour Studies
Mumbai Campus

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Table of Contents

Message from the Vice-Chancellor 4
Message from the Dean 6
Vision 7
Mission 7
About the School of Management & Labour Studies (SMLS) 8
About the Centres of SMLS 9
Our People 12
Alumni 17
List of Post-Graduate Programmes 20
Master of Arts in Human Resources Management and Labour Relations 21
- Summary of the programme 21
- Programme Objectives 22
- Programme Outcomes 22
- Semester-wise Courses & distribution of Credits 23
- Semester-wise Course Details 23
- Semester-wise Electives 24
- Courses in the Programme 25
- Fieldwork (FW) Organisations 32
- Job Placement Organisations 33
- Fee Structure 34

Master of Arts in Labour Studies and Practice 36
- Summary of the programme 36
- Semester-wise Courses & distribution of Credits 38
- Semester-wise Listing of Courses and Other components 39
- Courses in the Programme 39
- Field Placement Organisations 47
- Job Placement Organisations 49
- Fee Structure 50

Master of Arts in Organisation Development, Change & Leadership 52
- Summary of the programme 52
- Programme Objectives 53
- Programme Outcomes 53
- Semester-wise Courses & distribution of Credits 54
- Semester-wise Listing of Courses and Other components 54
- Courses in the Programme 56
- Fieldwork Organisations 61
- Job Placement Organisations 62
- Fee Structure 63

Master of Arts in Social Entrepreneurship 65
- Vision Statement 65
- Introduction and Background 65
- Programme Rationale and Context 67
- Programme Objectives 68
- Graduate Attributes and Programme Outcomes 68
- Eligibility for M.A. in Social Entrepreneurship Programme 69
- Semester-wise Courses & distribution of Credits 70
- Semester-Wise Listing of Courses and Other components 70

List of Elective Courses offered by the CSE to MASE Students 71
List of Elective Courses offered by the CSE to the Students of other programmes 72
Courses in the Programme 72
Field & Job placement organisations 78
Fee Structure 79
Master of Arts/Master of Science in Analytics 81
Summary of the programme 81
Programme Objectives 82
Programme Outcomes 83
Semester-wise Courses & distribution of Credits 83
Semester-wise Listing of Courses and Other components 84
Courses in the Programme 85
Field & Job placement organisations 89
Fee Structure 90
Academic Calendar: 2025-26 92
For M.A. in Human Resource Management & Labour Relations & M.A. Organisation Development, Change & Leadership 92
For M.A. in Social Entrepreneurship, M.A. in Labour Studies & Practice & M.A./M.Sc. in Analytics 94

Message from the Vice-Chancellor

With pride and purpose, I welcome you to the Tata Institute of Social Sciences (TISS) —a symbol of knowledge, innovation, and transformative education. As you review this prospectus, you're not just exploring courses and facilities; you're entering a world where ambition thrives, curiosity is valued, and aspirations are shaped into reality.

TISS is dedicated to excellence. We are a community of thinkers, learners, researchers, and practitioners united by our commitment to advance and co-create knowledge and social innovations to make a better world. Our legacy is not just academic excellence; it is research that creates impact. Generations of scholars, educators, and students have contributed to a vibrant culture where intellectual rigour coexists with empathy and social responsibility. Our faculty are not only distinguished experts in their respective fields but also passionate mentors, guiding students to realise their full potential.

We believe that higher education should nurture visionary thinkers, compassionate citizens, and reflective practitioners to address social challenges. We should foster an inquisitive spirit, upholding integrity and respect for all. Our educational philosophy is rooted in relevance and adaptability, blending tradition with transformation. Our curricula are designed to inspire and engage students, seamlessly integrating interdisciplinary research and reflective practice. We equip students to acquire knowledge, forge new paradigms, lead, and contribute to society.

Education in TISS goes beyond classrooms. We firmly believe in experiential learning, as outlined in the National Education Policy, and encourage our students to engage in research, internships, entrepreneurship, and service projects from the start of their education. Our international partnerships and exchange programmes help our students and their knowledge partners embody the spirit of '*Vasudhaiva Kutumbakam'*, fostering cross-cultural understanding and nurturing the world as one family. Here, lasting friendships are formed, and barriers are broken down.

Our vibrant campuses are filled with student clubs, sports, cultural festivals, and volunteer activities. We support students' emotional intelligence, leadership, and sense of purpose. Our counselling, wellness, leadership, and career guidance services provide comprehensive support throughout their academic journey. Explore new interests, challenge your beliefs, and discover your true potential here.

We're delighted to have a rich blend of cultures, ideas, and viewpoints. Our alumni network, spanning continents, industries, and disciplines, comprises changemakers, innovators, and leaders who embody the spirit of TISS globally. We welcome you to this TISS family —a network that offers unwavering support and inspiration throughout your life and career.

As you begin your academic journey at TISS, I invite you to contemplate your own aspirations and assess how they align with our shared vision. Here, you will encounter a supportive environment, access to world-class resources, and a community that celebrates your individuality. You will be challenged, inspired, and empowered to make a meaningful impact. Let your time with us be one of exploration and growth. Embrace opportunities, learn from setbacks, and pursue excellence with passion and perseverance. Shape your journey and make a boundless impact.

We warmly welcome you to TISS. Our university supports your ambitions, ignites your curiosity, and helps you become a leader for tomorrow. Together, let's strive for personal success and the betterment of humanity.

We look forward to your remarkable contributions to our community and the world.

Best wishes for your journey ahead,

Prof. Badri Narayan Tiwari
Vice Chancellor



Message from the Dean

The School of Management and Labour Studies (SMLS), originally established as the Department of Personnel Management and Industrial Relations in 1967, was renamed in 2006. Since then, SMLS has grown from strength to strength and today offers a wide array of Bachelor's and Master's programmes.

The programmes at the School of Management and Labour Studies (SMLS) effectively explore diverse disciplines at the intersection of people, organisations, and society. As the School's longest-standing post-graduate offering, the MA in Human Resource Management and Labour Relations (HRM&LR) originated from a department established in 1965 and boasts a rich legacy of over five decades in teaching and research at TISS.

Over the years, SMLS has progressively expanded its academic portfolio. The MA in Social Entrepreneurship was introduced in 2006, followed by the MA in Labour Studies and Practice in 2007, and the MA in Organisation Development, Change, and Leadership in 2018. More recently, the MA/MSc in Analytics was launched in 2020. Further diversifying its offerings, SMLS introduced its first Bachelor's programme from the TISS Mumbai campus, the BS in Analytics and Sustainability Studies, in 2022.

Complementing its full-time Bachelor's and Master's programmes, SMLS also hosts an Incubation Centre, established in 2012, and offers several part-time certificate and diploma programmes tailored for working executives.

All the School's programmes cater to developing professionals for corporate roles, labour sector organisations, social ventures, and policy-making in these areas.

The School features a diverse faculty profile, which includes full-time academics focused on research and teaching, as well as visiting faculty who bring rich, practical experience into the classroom. Its faculty employ innovative and effective teaching methodologies such as internships with live projects, pilot venture creation, service learning, and rural immersion.

Through teaching, research, and extensive field engagement, the faculty team is dedicated to crafting sustainable futures by fostering innovation and leadership.

The School of Management and Labour Studies (SMLS) benefits immensely from the legacy of its foundational programmes, including the historic Personnel Management and Industrial Relations (PMIR, now HRM&LR) programme, the Social Entrepreneurship programme, and the Labour Studies and Practices programme. Many of the senior alumni from these distinguished areas hold influential positions across diverse sectors such as industry, academia, non-profit organisations, and government, thereby significantly contributing to the School's extensive reach and reputation.

Dr. Zubin R. Mulla
Dean, SMLS

Vision

Vision of the TISS has been to be an institution of excellence in higher education that continually responds to changing social realities through the development and application of knowledge, towards creating a people-centred, ecologically sustainable and just society that promotes and protects dignity, equality, social justice and human rights for all.

Mission

In pursuance of its vision and guiding principles, the Tata Institute of Social Sciences organises teaching programmes to facilitate the development of competent and committed professionals for practice, research and teaching; undertakes research; develops and disseminates knowledge; and reaches out to the larger community through extension, at the local, national, regional and international levels.

- Creation and provision of socially relevant and high quality professional education in a wide range of inter-disciplinary areas of Social Sciences to a larger number of students from all sections of the society in the country.
- Facilitation of autonomous research and dissemination of knowledge.
- Support knowledge creation through strong M.Phil. and Ph.D. programmes and Post-Doctoral scholars.
- Strategic extension, field action and advocacy through training and capacity building of State and non-State institutions and personnel.
- Initiate field action and advocacy to demonstrate and facilitate creation of policies and programmes.
- Professional response to natural and human-made disasters, through participation in relief and rehabilitation activities.

About the School of Management & Labour Studies (SMLS)

The School of Management and Labour Studies has a mission to train human service professionals for a variety of stakeholder groups engaged in the development process. It offers diverse innovative teaching and research programmes with special emphasis on management and labour studies. It offers 5 M.A./M.Sc programmes in Human Resources Management and Labour Relations; Labour Studies and Practice; Social Entrepreneurship; Organisation Development, Change and Leadership; and Analytics. In addition, it also offers Bachelor programme in BS in Analytics and Sustainability Studies. For working executives, we offer several programmes such as - Executive Post-Graduate Diploma programmes in Human Resources Management, Organisation Development, Change and Leadership, and Analytics; and Certificate programme in Innovative CSR.

The school also involves in research and consultancy through its Centre for Human Resources Management and Labour Relations, Centre for Labour Studies, Centre for Social Entrepreneurship, Centre for Social and Organisational Leadership, Incubation Centre and Labour Market Research Facility.



About the Centres of SMLS

Centre for Human Resources Management and Labour Relations

The Centre for Human Resources Management and Labour Relations has been engaging in teaching, training ,research and consulting for over six decades. The Centre offers full time Post Graduate Degree programme (M.A in Human Resources Management and Labour Relations).This flagship programme offered by the centre grooms students to emerge as professionally competent and socially sensitive management graduates, fully equipped to take on the challenges of the corporate world. The centre also offers an eighteen month part-time professional programme of instruction and training leading to the award of Executive post-graduate Diploma in Human Resources Management (EPGDHRM) for the working professionals whose careers are otherwise blocked for want of a suitable professional qualification.

Centre for Labour Studies and Practice

The Master of Arts in 'Labour Studies and Practice', (formerly titled as Globalisation and Labour) was initiated by the Tata Institute of Social Sciences (TISS), as one of the founding partners of the Global Labour University (GLU) network, in collabouration with the International Labour Organisation (ILO). Other prominent institutions involved in GLU offering such programmes are: Germany (Kassel/Berlin) at the University of Kassel and the Berlin School of Economics and Law, South Africa (Johannesburg) at the University of Witwatersrand (WITS), Brazil (Campinas, State of São Paulo) at the State University of Campinas (Unicamp), and USA at Penn State University, State College, PA. In 2009, the University of Kassel, in collabouration with the Tata Institute of Social Sciences, the International Labour Organisation (ILO) and other partner universities from Africa, Asia, and Latin America, founded the International Centre for Development and Decent Work (ICDD). The ICDD's mission is to generate new knowledge and play an active role in achieving the United Nations Millennium Development Goals (MDGs). In 2024, a major milestone was achieved when the Tata Institute of Social Sciences (TISS) received official recognition from the Government of Maharashtra for the Labour Studies and Practice (LSP) programme. This recognition qualifies graduates for employment/government positions such as a Welfare Officer, Additional Welfare Officer or Assistant Welfare Officer, within the state of Maharashtra.

Centre for Social and Organisational Leadership

The Centre for Social and Organisational Leadership (C SOL) was established to develop leadership in businesses, government, not-for-profit organisations and in communities. Since the current environment is characterised by a high velocity of change, depleting natural resources, and the need for equity and social justice - there is a need for a different kind of leadership. Leadership that will focus on innovation, organisational effectiveness, social transformation and sustainability by engaging all stakeholders.

Our vision of a leader is of a person who is self-aware, who works towards the development of oneself, who inspires others and builds relationships, who understands the challenges facing communities and our planet, and whose achievements are derived from the higher purpose of making a contribution to society. Yet, leadership must be seen not merely as an attribute of individuals but as a characteristic of organisations. Therefore, the challenge is to also develop organisations as responsible entities in society. This concept can be termed as that of embedded leadership.

Centre for Social Entrepreneurship

Centre for Social Entrepreneurship - Entrepreneurship development through practice is the guiding principle with which Tata Institute of Social Sciences (TISS) launched an innovative Masters programme on ‘Social Entrepreneurship’ at the centre for Social Entrepreneurship, in the year 2007. Under this programme, students identify a social problem through a process and identify innovative ways through which it could be addressed. They are encouraged to work in collabouration with government, industry, society, and communities. The curriculum blends cutting edge theory with field-based experiential learning, and by interlinking the class teaching, fieldwork and project execution to develop appropriate, efficient, effective and socio-economically sustainable entrepreneurial initiatives. The graduates, immediately after completion of the academic programme, launch social ventures in various parts of the country. The programme aims at addressing micro-level social problems such as education, livelihood, health care, energy, water management, the environment through venture creation, and at a macro level by means of advocacy and policymaking. The Incubation centre at the centre for Social Entrepreneurship at TISS is the first of its kind in India in an academic institution, to support social entrepreneurship and is an in-built adaptation of the Masters' programme where the students, immediately after graduation, get guidance, mentoring, physical space and network for funding and value-based collabouration.

Labour Market and Research Facility

The Labour Market Research Facility (LMRF), established in 2010, is a research and academic centre in School of Management and Labour Studies that offers academic programmes as well as actively engage in research and development.

Academic programmes–

LMRF offers three academic programmes focused on the domains of Analytics and Sustainability. The following are the details of the academic programmes.

1. Executive PG Diploma in Analytics (1 year)

2. MA/MSc in Analytics (2 years)

3. BS is Analytics and Sustainability Studies (4 Years)

Research Focus:

The Labour Market Research Facility (LMRF) is a think tank that specialises in macro and micro labour market, household sample surveys, working and living condition surveys and macro labour market analysis. The LMRF is actively engaged in policy advocacy in areas such as formal and informal work, skill development, technology and labour, internal and external labour market, and livelihoods. The LMRF's research is globally acclaimed and since its inception, it has generated research papers on diverse themes on labour market, including labour market flexibility, employability, labour laws, vocational training, public work, informal work, industrial relations, personnel economics, and wages.

The Labour Market Research Facility is fast emerging as one of the top think tanks in household survey, large sample survey, working and living conditions surveys, urban planning, skill development, and labour market research. As the ecology of research, the LMRF continues to support M.Phil. and Ph.D. scholars who pursue research in labour-related themes.

Our People

Dr. Zubin R. Mulla — **Professor & Dean**
B.E. (Pune), P.G.D.B.M., Fellow (XLRI)

Centre for Human Resources Management and Labour Relations

Dr. Sarala K. Rao — **Associate Professor and Chairperson**
M.B.A., M.Phil., Ph.D. (Andhra)

Dr. Bino Paul — **Professor**
M.A. (Calicut), M.Phil., Ph.D. (IIT-B)

Dr. Sasmita Palo — **Professor**
M.A., M.Phil., LL.B., Ph.D. (Berhampur)

Dr. P. Premalatha — **Professor**
M.B.A. (Alagappa), Ph.D. (TISS)

Dr. Zubin R. Mulla — **Professor**
B.E. (Pune), P.G.D.B.M., Fellow (XLRI)

Dr. Gordhan K. Saini — **Professor**
M.B.A. (Udaipur), Ph.D. (Banasthali),
Post-Doctoral Fellow (IGIDR)

Dr. Luthufi M — **Assistant Professor**
M.A., MPhil., PhD (TISS)

Mr. Shagnik Saha — **Assistant Professor**
M.A. (TISS)

Mr. S.R.K. Ganesh Goud — **Fieldwork Coordinator**
M.Sc. (Osmania), P.G.D.C.A. (Pondicherry),
D.P.M. (TISS), P.G.D.D.E., M.A.D.E. (IGNOU)

Ms. Swati Bare — **Senior Programme Manager**
MSc. (SRTMU) M.B.A. (Shivaji Univ)

Ms. Shweta Deelip Patil — **Administrative Assistant**
B.Com (SIES, Mumbai)

Centre for Labour Studies Practice

Dr. P. Premalatha — **Professor and Chairperson**
M.B.A. (Alagappa), Ph.D. (TISS)

Dr. Varsha Ayyar — **Assistant Professor**
M.A. (Shivaji), Ph.D. (Mumbai)

Dr. Nandita Mondal — **Assistant Professor**
M.S.W. (Visva-Bharati), Ph.D. (Mumbai)

Dr. Ruchi Singh — **Assistant Professor**
B.A. (MMV, BHU),
M.A. (Banaras Hindu University),
M.Phil (IIT-Bombay),
Ph.D (Central University of Hyderabad),
Post-Doctorate (IIM-B)

Centre for Social Entrepreneurship

Dr. Archana Singh — **Assistant Professor and Chairperson**
M.S.W. (Agra), M.Phil., Ph.D. (TISS)

Dr. Samapti Guha — **Professor**
M.A., Ph.D. (Jadavpur), Sir Ratan Tata Fellow (LSE)

Dr. Edakkandi Methal Reji — **Assistant Professor**
M.Sc. (KAU), Ph.D. (TISS)

Dr. Surendra Kansara — **Assistant Professor**
MMS (Entrepreneurship & Venture Management),
PhD (Organisational Management, Pune),
PhD (TISS), FDPM (IIM-A)

Mr. Swapnil Sasane — **Academic Programme Officer**
B.A. (Mumbai)

Centre for Social and Organisational Leadership

Dr. Gordhan K. Saini — **Professor and Chairperson**
M.B.A. (Udaipur), Ph.D. (Banasthali)
Post-Doctoral Fellow (IGIDR)

Dr. Sunil Budhiraja — **Assistant Professor**
M.B.A (M.D.U. Rohtak) Ph.D. (Panjab)

Dr. Koel Nath — **Assistant Professor**
M.B.A. (SVDU, Gujarat), Ph.D. (IIM, Shillong)

Dr. Aastha Tripathi — **Assistant Professor**
M.B.A., Ph.D. (SRM Univ),
Post-Doctoral Scholar (IIM Ahmedabad)

Dr. Noel Machado — **Adjunct Professor**
M.A. (Univ of Mumbai), Ph.D. (Univ of Mumbai)

Ms. Ashwini B Hambire — **Programme Manager & Fieldwork Coordinator**
B.A. (St. Xavier's College, Mumbai), M.A. (IGNOU)

Ms. Reeja Rajan — **Programme Coordinator**
B.Sc. (Madras University)

Mr. Suryakant More — **Senior Accountant**
B.Com. (K.J. Somaiya)

Mr. Ajit Pashte — **Senior Account Assistant**
M.Com. (Mumbai University)

Incubation Centre – TISS Incube Foundation

Dr. Satyajit Majumdar — **Professor and In-charge**
B.E., M.B.A. (IGNOU), M.Phil.
Ph.D. (BITS-Pilani)

Mr. Sujay Dixit — **Vice President (Incubation & Excellence)**
P.G.D.M. (XLRI)

Ms. Vibha Krishnamurthi — **Senior Programme Manager**
MMS (Welingkar Institute, Mumbai)

Ms. Kalpita Dixit — **Programme Manager**
M.Sc, PG Diploma

Labour Market Research Facility

Dr. Bino Paul — **Professor and Chairperson**
M.A. (Calicut), M.Phil., Ph.D. (IIT-B)

Dr. Ramesh C Datta — **Adjunct Professor**
Post Doc (Standford) PhD (Mumbai)

Dr. Rahul S — **Assistant Professor**
M.A.S.W. (Kerala), M.Phil., Ph.D. (TISS)

Dr. Mansi Awasthi — **Assistant Professor**
M.A., M.Phil., Ph.D. (TISS)

Dr. Priyanka Kothari — **Assistant Professor**
MS., Ph.D. (ISI Delhi)

Mr. Vaibhav Pagare — **Senior Programme Manager**
M.A. (TISS)

Mr. Nidhin KP — **Research Associate**
M.A.S.W. (SSU), M.Phil. (TISS), Ph.D (TISS)

Mr. Bikash Sahoo — **Research Officer**
MSc, M.Phil. (TISS)

Mr. Nitin Kumar — **Research Officer**
MPS (IIPS)

Mr. Umesh Chandne — **Finance Coordinator**
B.Com (Mumbai)

Ms. Vidya Mathre — **Academic Coordinator**
B.Com (Sikkim)

Mr. Swapnil Salve — **Office Assistant**
HSC, (Maharasthara)

School Secretariat

Ms. Alka Chavan — **Assistant**
M.Com. (Marathwada), G.D.C.&A.

Ms. Prajakta Hire — **Administrative Assistant**
M.B.A. (Pune University)





Alumni

The placement for the School of Management & Labour Studies at the Tata Institute of Social Sciences, Mumbai, demonstrates exceptional success and robust industry validation. We are proud to have one of the richest alumni networks in the country. Over the years, our alumni have gone on to lead organisations, shape policies, drive social change, and build legacies that inspire us.

Some of our notable alumni include:

- Ravindra Kumar G.P, CHRO, Air India
- Anupam Kaura, CHRO, Kotak Mahindra Bank
- Chandrashekhar Chavan, CHRO, Ultratech
- Ranjay Radhakrishnan, CHRO, Reckitt
- Tarun Verma, CHRO, TCPL (TATA)
- Savitha Shivshankar, CHRO, Asian Paints
- Dinesh Ramamurthi, CHRO, OYO
- Prakhar Tripati, Partner, Deloitte in Human Capital Consulting
- Shruti Thakral, CHRO, Airtel Payments Bank
- Sudipto Mandal, CHRO, L&T Metro Rail Hyderabad
- Rukmini Riar Sihag, IAS, Municipal Commissionar, Jaipur, Rajasthan
- Dr. Praveen Kumar, Associate Professor, Boston College, USA
- Akriti Gupta, Founder, Canfem, United Nations Awardee, Acumen Fellow
- Deborpita Nandi, HRBP, Providence; (Former designation - Chief of Staff to Country Head, Amdocs)
- Suvrat Jain, Management Consulting Analyst, Accenture
- Saksham Bhatnagar, Analyst, McKinsey & Company
- Rahul Lama, Senior Consultant & Operations Lead, On the Mark

- Ashwin Kumar S, Assistant General Manager (AGM)- Rewards, Vodafone Idea Ltd
- Mansi Barthwal, Data Scientist, Lucy Electric
- Vivek K S, Lead AI, Accenture Stategy & Consulting
- Bindesh Yadav, Associate - Product Management, Fidelity Investments
- Reshma Gupta, Head of Strategic Project, Vitrus Health
- Neha Yadav, Data Analyst, Tele2 Sweden
- Anjali Bedekar, President UNI Women Committee, UNI Global Union
- Artika Ashdhir, Asia Pacific Coordinator, ITF
- Pravin Khotkar, Campaign Officer, IUF Asia
- Ayushi Sharma, Senior Trademark Associate, Stratjuris Law Partners
- Shruti Rane, Research Assistant, ILO
- Saurav Jyoti Gogoi, Project Coordinator, International Transport Worker's Federation
- Arjun Sharma, Owner, Hill County Ventures
- Subhomay Saha, Consultant, KPMG
- Vinod C Bhat, Independent Consultant, LIC
- Sadaf Chamani, Project Coordinator, Sarah NGO
- Dilisha Menon, Business Consultant, EY
- Faisal Ahmed Khan, Data Management Consultant, Wells Fargo
- Gundapuneedi Siri, Data Science Associate, StepChange
- Koustav Majumdar, Research Lead, ActionAid
- Mahima Kaul, Consultant, Quality Council of India
- Prachi Priyadarsani, Consultant, Indusion Consulting
- Keshar Kumar, Chairman, Labour and Social Research Institute
- Potluri Bhuvana Manjari, Consultant - Corporate Philanthropy and Engagement, Shakti Sustainable Energy Foundation
- Abhinav Arya, Consultant, Invest India

- Amit Bhat, Assistant Manager - Data & Operations, OHM Analytics
- Kiran Tandekar, Data Research Executive, Com1 Communication Technologies Pvt. Ltd, Nagpur
- Hrithik Vasu, Functional Consultant, HONO AI
- Naveen Prakash, Young Professional, Bihar Rural Livelihoods Promotion Society (JEEViKA)
- Aman Raj, Consultant, Zircle

What makes our alumni even more valuable is not just what they have achieved, but how they continue to stay connected and give back. Through initiatives like the Summer Mentoring programme, alumni guide and support current students by sharing their professional insights and experiences. This spirit of mentorship reflects both gratitude for what TISS has given them and commitment to shaping the next generation.

List of Post-Graduate Programmes

Sl. No.	Name of the programme	Duration	Total Credits
1.	Master of Arts in Human Resources Management and Labour Relations	2	88
2.	Master of Arts in Labour Studies and Practice	2	80
3.	Master of Arts in Organisation Development, Change and Leadership	2	82
4.	Master of Arts in Social Entrepreneurship	2	82
5.	Master of Arts/Master of Sciences in Analytics	2	80

Master of Arts in Human Resources Management and Labour Relations

NAME OF THE PROGRAMME: Human Resources Management and Labour Relations	
FINAL DEGREE AWARDED: Master of Arts in Human Resources Management and Labour Relations	
CENTRE: Centre for Human Resources Management and Labour Relations, SMLS	
CAMPUS: Mumbai	
MODE: Full Time	
NHEQF LEVEL: 6.5	TOTAL CREDITS: 88
DATE APPROVED BY BOS: 02-05-2025	
DATE APPROVED BY AC: 14-05-2025	

Summary of the programme

The M.A. in Human Resources Management and Labour Relations (MA-HRM&LR) programme (formerly known as M.A. in Personnel Management and Industrial Relations) is designed to develop students into professionally competent and socially sensitive management graduates, fully equipped to take on the challenges of the corporate world. The programme explores the critical areas of contemporary human resources management, in conjunction with a comprehensive knowledge and understanding of the key functions of management and business.

The programme places importance on both theoretical and hands-on learning. While classroom learning through participation in the forms of discussions and case studies, presentations, simulation games, assignments, etc., emphasises conceptual clarity, practical inputs are provided through the rigorous fieldwork system, which complements the classroom learning by throwing light on the practical dimension of the profession. The insights that emerge out of such an experience make students conceptually strong and successful in the practice of the profession. Students are also required to complete a dissertation on any topic of their choice. All these, coupled with the focused attention that students get due to the small size of the batch, makes personal learning highly effective. Fieldwork is a continuous process, which seeks to facilitate exposure to varied industry sectors. Students also undertake internships with organisations for a period ranging from 6–8weeks, which is seen as an opportunity for them to learn significantly from, and contribute meaningfully to organisations.

In brief, the MA-HRM&LR programme, which benefits from over five decades of teaching and research at TISS, is a challenging teaching–learning experience that blends cutting edge theory with innovative practice to develop business leaders for the global industry. The

TISS HRM&LR post-graduates are amongst the most sought after in the global industry today and our alumni occupy positions of leadership across a wide spectrum of industries and sectors including, IT/ITeS, banking and finance, telecom, manufacturing, public sector, pharmaceutical, retail and management consultancy.

Programme Objectives

The broad objectives of this M.A. programme are

- To sensitise students to the social, political, economic, and ecological environments of society;
- To enable them to become effective business leaders and decision-makers to contribute to organisational effectiveness;
- To facilitate the use of systems thinking to evolve possibilities while addressing various personal and organisational challenges;

To develop a perspective to respond to global challenges; and to impart values of intellectual honesty, justice and fairness.

Programme Outcomes

- After completion of the programme students will be able to:
- Understand the strategic role of HR in organisations.
- Develop a deeper understanding in the field of human resources management and labour relations and intensify their ability in decision making on critical management and policy issues.
- Tackle functional, organisational and cultural challenges more effectively to navigate international business and HR challenges.
- Gain practical experience and enhance their understanding and apply it to real world situations.
- Add value to their education and career opportunities.

Semester-wise Courses & distribution of Credits

Course Categories	Semester 1	Semester 2	Semester 3	Semester 4	Category Total
Core	12	16	8	4	40
Elective	0	2	2	6	10
Value Added Course	0	0	0	0	0
Indian Knowledge System	0	0	2	0	2
Skill Enhancement	4	0	0	2	6
Internship	4	6	8	0	18
Community Engagement	0	0	0	0	0
Dissertation	0	0	4	8	12
Semester Total	20	24	24	20	
Programme Total	88				

Semester-wise Course Details

Semester	Name of the Course	Type of Course	Credits
1	Bridge Course	Value Added Course	0
1	Quantitative Research	Skill Enhancement	2
1	Qualitative Research	Skill Enhancement	2
1	Management of Human Resources	Core	2
1	Industrial Relations & Trade Unions	Core	2
1	Labour Law 1	Core	2
1	Organisational Behaviour: Individual in the Organisation	Core	2
1	Financial Management	Core	2
1	Organisation Theory and Design	Core	2
1	Managerial Communication	Skill Enhancement	0
1	Internship 1	Internship	4
1	Interaction with HR Heads	Value Added Course	0
1	Round Table Discussion on Fieldwork followed by Industrial Visits	Value Added Course	0
1	Understanding Self and Facilitating Relationships	Value Added Course	0
1	Rural Immersion	Community Engagement	0
2	Operations Management	Core	2
2	Labour Economics	Core	2
2	Organisational Behaviour: Groups in the Organisation	Core	2
2	Performance Management and Development	Core	2

Semester	Name of the Course	Type of Course	Credits
2	Learning and Development	Core	2
2	Reward Management	Core	2
2	Employee Resourcing and Selection	Core	2
2	Marketing and Sales Management	Core	2
2	Internship II	Internship	6
2	Development Centre	Value Added Course	0
2	Elective 1	Elective	2
3	Organisational Development	Core	2
3	Change Management	Core	2
3	Labour Law 2	Core	2
3	Organisational Economics	Core	2
3	Moral Leadership	Indian knowledge System	2
3	Elective 2	Elective	2
3	Conducting Assessment Centre	Skill Enhancement	0
3	Dissertation Stage 1	Dissertation	4
3	Internship III	Internship	8
4	Decent Work and Sustainability	Core	2
4	Digital Human Resource Management & HR Analytics	Skill Enhancement	2
4	Business Ethics and Corporate Governance	Core	2
4	Dissertation Stage 2	Dissertation	8
4	NGO Block Field Work	Community Engagement	0
4	Elective 3	Elective	2
4	Elective 4	Elective	2
4	Elective 5	Elective	2

Semester-wise Electives

Semester	Name of the Course	Type of Course	Credits
2	Mental Health and Wellbeing at Work	Elective	2
2	Strategy and Business Environment	Elective	2
3	Human Resource Management in International Settings	Elective	2
3	Strategic Adaptive Learning and Career Resilience	Elective	2
3	Employer Branding	Elective	2
4	Entrepreneurship and HR for Startups and the Gig Economy	Elective	2
4	Conflict Management and Negotiations	Elective	2
4	HRM and IR in Service Organisations	Elective	2
4	Comparative Industrial Relations	Elective	2
4	Labour Administration	Elective	2

Semester	Name of the Course	Type of Course	Credits
4	Talent Management	Elective	2
4	Executive Compensation and Taxation	Elective	2
4	Diversity, Equity, Inclusion and Belongingness	Elective	2
4	HR Consulting	Elective	2

Courses in the Programme

HR01 Quantitative Research:
Introduction to Quantitative Research: Concepts, Constructs, Hypothesis, Variables, Levels of Measurement: Nominal, Ordinal, Interval and Ratio variables, Descriptive Statistics: Measures of Central Tendency: Mean, Median and Mode. Dispersion: variance, standard deviation, coefficient of variation — methods and interpretation, Normal distribution, sampling distribution, central limit theorem, estimation, confidence interval, Introduction to statistical inference, hypothesis testing process, type-I and type-II error, p-value approach to hypothesis testing, confidence intervals, T-distribution, Hypothesis testing: T-test, One sample and two sample T-tests, Chi-square test, Analysis of Variance (ANOVA), One-Way, Two-Way, Three-Way ANOVA, Main Effect and Interaction Effects, F-test, MANOVA, Association between variables: correlation and regression, Multivariate Data Analysis Methods: Multiple regression, Factor analysis, Cluster analysis, Logistic regression.

HR 02 Qualitative Research:
The purpose of this course is to introduce the participants with the importance and relevance of qualitative research methodology. The course introduces the history, characteristics and ethical practices in qualitative research. It helps the participants to build the rationale for choosing among the five major qualitative research designs: Narrative Research, Phenomenology, Grounded Theory, Ethnography and Case Study approaches in pursuing research. The subject deals with sampling and practicalities of research methods for data collection and analysis. The course enables the participants in writing up qualitative research reports and developing field-based theories.

HR 03 Management of Human Resources:
This course aims to introduce the students to the theory and design to Management of Human Resources. It will help students understand concepts, models and frameworks from a broader perspective. Students will be exposed to the fundamental and the new paradigms of HRM function,systems, policies and innovative practices adapted in the corporate world. It will provide knowledge on essential tools and techniques of HRM. It will provide students awareness of the linkage between HRM strategy and business strategy.

HR 04 Industrial Relations & Trade Unions:
The course introduces the students to conceptual, empirical, policy orientation and changing canvas of Industrial Relations in the context of the new generation workforce and their aspirations. It is also meant to trace and understand the role of Trade Unions in a competitive environment. The course focuses on the interface of Industrial Relations with its important players, viz., Trade Unions, Management and State in the context of emerging global business scenarios. Using the insights developed it shall be an endeavor to look into

the strategic role of Industrial Relations. It also intends to track the changes in behaviours of all stakeholders from a License Raj system to a liberalized regime of Economic Policy direction. The course introduces the ideology of unionism and its dynamics worldwide over a period of time. It discusses unions and its interface with relevant issues worldwide in general and India in particular. Using the insights developed it shall be an endeavor to look into the new role of trade unions in the phase of transition due to the new world of business vis-a-vis the new world of work. The need to shift from the classical way of Collective Bargaining to Negotiating in good faith and to that effect desired change in the role Trade Unions will be covered.

HR 05 Labour Law 1:
This course offers a comprehensive overview of labour law, emphasizing its importance in labour relations and professional growth. It covers key legal principles and Supreme Court judgments, including case studies and exercises to enhance practical understanding. Topics include the Indian Constitution's impact on labour relations, the Industrial Disputes Act (covering strikes, layoffs, grievance redressal, and tribunals), the Contract labour Regulation and Abolition Act (employment relationships and contractor licensing), the Minimum Wages Act (minimum and fair wages), the Payment of Wages Act (wage deductions and compliance), the Industrial Employment Act (certified standing orders), and the Sexual Harassment of Women at Workplace Act (internal complaints committee and employer duties).

HR 06 Organisational behaviour: Individual in the Organisation:
This course provides an understanding of the theories and concepts associated with individuals in organisations. By drawing insights from theories and research in psychology and social psychology, it explores the factors that explain individual behaviour in organisations and why organisations care about them. This course offers an opportunity to understand ourselves and others while also gaining perspective on how organisations view people.

HR 07 Financial Management:
This course prepares students to make informed corporate finance decisions by analysing cost-benefit cases. It covers financial management from both investor and entity perspectives, emphasizing the impact of capital structure on capital costs, capital budgeting techniques, and the time value of money in valuations and milestone planning. Additionally, it explores dividend policy and its influence on market capitalization.

HR 08 Organisation Theory and Design:
This course provides students with a foundational understanding of organisation theory, enabling them to visualize and diagram organisations as systems. It explores the alignment of organisational strategy and structure for adaptability in complex environments, examines various design options within and between organisations, and covers key aspects of organisational decision-making, coordination, and control.

HR 09 Managerial Communication:
This course introduces students to the basics of managerial communication which is an essential element of the role of an HRM LR manager. Students understand the importance of professional and personal communications at work and the different channels available to them. Students also learn to use various media (including social media) in a professional

and responsible manner. Finally, students learn to use communication to leverage their skills and experience during employment conversations.

HR 10 Operations Management:
This course introduces students to the strategic importance of operations and supply chain management, covering concepts like process management, performance metrics, demand-supply management, and the roles and functions of HR in supporting operations. Students will explore the history of Operations Management, its application in manufacturing and services, and learn about Total Quality Management (TQM), Total Productive Maintenance (TPM), and demand-supply alignment. This foundation prepares students to analyse and apply planning, forecasting, and performance tools essential for operational efficiency in various organisational contexts.

HR 11 Labour Economics:
The Course 'Labour Economics' exposes students to the system of the labour market, microeconomics of labour, the future of work and technology, wages, institutional labour economics, employment relations, and value chains. While the course imparts theoretical foundations, it engages students with data and visualization, primarily focusing on the global and Indian labour market.

HR 12 Organisational behaviour: Group in the Organisation:
The course provides an in-depth understanding of the psychological and behavioural processes that shape group interactions at the workplace. It covers fundamental topics such as identity, inclusion, group formation, effective communication, group decision-making, and leadership using theoretical readings, case studies, and films. The curriculum also examines how AI is reshaping traditional group dynamics, decision-making processes, and team structures, including the management of virtual and hybrid teams.

HR 13 Performance Management and Development:
This course aims to introduce the students to the underlying concepts of performance management and how it can help individuals and organisations overall performance. It will provide a detailed understanding on the aspects of managing performance, measuring performance and consequences of performance management. It will delve into the Challenges and obstacles to performance management, building performance oriented culture, designing, implementing a performance management strategy; factors influencing the use of performance management (External and Internal). It will provide knowledge on the tools and techniques used in managing performance.

HR 14 Learning and Development:
This course provides students with an understanding of various learning theories, psychological and contemporary perspectives, and learning styles. It covers strategies for fostering continuous learning in employees within organisations by combining theoretical knowledge and practical approaches. Students will learn to grasp key concepts, principles, and processes of organisational learning, facilitate discussions on learning theories, assess learning needs, design and evaluate learning programmes, and stay updated on evolving trends in learning and development.

HR 15 Reward Management:
Reward Management deals with the design and implementation of total rewards in an organisation which are based on the organisation's business and human resource strategy. It

includes the design of compensation (fixed and variable pay), benefits, and recognition processes keeping in mind principles of internal and external equity.

HR 16 Employee Resourcing and Selection:
The purpose of this course is to develop the conceptual awareness about hiring practices in organisations. The course deals with tools and techniques to identify different labour pools and human resource planning. The primary objective is to make the participants understand the technical know-how of designing recruitment and selection tools.

HR 17 Marketing and Sales Management:
The objectives of this course are to develop the participants' basic analytical skills, conceptual abilities and substantive knowledge in marketing and sales management. Participants will also need to use their learning in various real-life marketing & sales management situations.

HR 18 Organisation Development:
The course deals with the concepts of Organisational Development, Contextualization of OD, types of OD interventions, preparation and process of diagnosis, individual and personal dimensions in development, social constructs of reality based OD approaches, emergent perspectives of OD, understanding resistance to change, integrating Roles and identity for HR practitioner vis - a - vis OD

HR 19 Change Management:
This course is an applied course to deal with different perspectives of organisational change and change management process. It focuses on perspectives of organisational change that includes culture, learning, power and politics, and digitization, and change management process, which includes types of change, change formulation and execution, role of change agent, change communication, evaluating the impact of change, and whole system change.

HR 20 Labour Law 2:
This course builds on foundational labour law knowledge, providing an in-depth exploration of labour law and relevant Supreme Court judgments through detailed case studies and exercises. Key topics include the Payment of Bonus Act (bonus calculation and recovery), the Industrial Disputes Act (covering strikes, layoffs, and grievance redressal), the Contract labour Act (contractor licensing), the Payment of Gratuity Act (gratuity calculation and forfeiture), the Employees' Compensation Act (employer liability and compensation), the Employees' State Insurance Act (medical benefits and corporation establishment), the Employees' Provident Funds Act (contribution terms), the Factories Act (health and safety provisions), the Maternity Benefit Act (2017 amendments), and the four labour codes (Wages, Industrial Relations, Social Security, and Occupational Safety).

HR 21 Organisational Economics:
Organisational Economics conceptualises how organisations use and govern resources by integrating prices, technology, and governance. It demonstrates the scenarios that engage with the logic of business models, especially the dynamics. Moreover, the course trains participants to use analytics to comprehend the patterns emanating from the data.

HR 22 Moral Leadership:
Leadership involves influencing others to willingly work towards a common goal while driving positive change. It requires understanding psychological processes, power dynamics, and impression management to inspire transformation that aligns with the group's purpose. Unlike mere power, which overlooks others' aspirations, authentic transformational leadership engages followers in pursuing higher, meaningful goals that foster innovation, productivity, and well-being. True leadership ensures that this inspiration leads to moral and positive outcomes for individuals, organisations, and society, avoiding the pitfalls of pseudo-leadership. Insights into the essence and purpose of human life, as explored in Indian philosophy and the Upanishads, are invaluable for discerning desirable change. Karma-Yoga is a practical approach to implementing the philosophy of the Upanishads as well as Indian model of moral development.

HR 23 Decent Work and Sustainability:
The course 'Decent Work and Sustainability' explores ideas, concepts, designs, methodologies, themes and policies that emerge from the intersection of decent work and sustainability.

HR 24 Digital Human Resource Management & HR Analytics:
Digital technologies and analytics are crucial for modern HR management, especially in the shift to hybrid work. Understanding Digital HR and HR Analytics is vital for future HR managers, as they will lead the digital transformation in their organisations. They'll be responsible for outlining requirements, driving change, and ensuring ROI on digital investments.This knowledge is essential for students specializing in HR, as they'll be the future decision-makers in shaping the "Future of Work" and enhancing "Employee Experience."

HR 25 Business ethics and Corporate Governance:
This course enables students to understand the evolution of corporations, examining changes in their purpose and governance over time. It covers major theories and practices of corporate governance across different economies, focusing on India's legal and regulatory framework. Students will analyse the roles of governance mechanisms such as boards, internal and independent audits, and other institutions in joint-stock companies. Additionally, the course emphasizes the importance of ethics, morals, and corporate social responsibility in light of the significant power held by modern corporations.

HRO 01 Mental Health and Well-Being at Work:
This course offers a comprehensive exploration of mental health and wellbeing within organisational settings. It begins by examining the foundational concepts and the critical role they play in fostering healthy, productive workplaces. Learners will explore key demographic factors influencing mental health and gain familiarity with common mental disorders as outlined in the DSM-5-TR. The course emphasizes the integration of trauma-informed care and positive psychology to design supportive work environments. Additionally, it provides practical strategies for implementing sustainable mental health interventions, equipping participants to promote long-term wellbeing at both individual and organisational levels.

HRO 02 Strategy and Business Environment:
This course offers an in-depth exploration of how businesses craft, execute, and adapt strategies within complex and evolving environments. Students will learn how to assess

external forces such as political, economic, technological, and social shifts; analyse industry structures and internal firm capabilities; and apply cutting-edge strategic frameworks including business model innovation, Blue Ocean Strategy, and platform dynamics. Additionally, the course will critically examine how corporations can create societal value through corporate social responsibility, social innovations, and human rights accountability. Through case studies, simulations, real-world examples, and strategic debates, students will develop the analytical agility and decision-making frameworks essential for navigating the future of business with foresight and responsibility.

HRO 03 Human Resource Management in International Settings:
Understanding International HRM is important as we see rapid increase in global activity and global competition. For a company to survive and thrive in the global competition, they have to effectively manage their human resources, including their selection, training and development, compensation and retention. Human resource management has become pivotal to a firm's global competitiveness because capital and technology cannot be effectively allocated nor transferred across international boundaries in the absence of people.me. This course will address some of the issues that relate to IHRM, which need to be logically understood by any keen individual interested in international business. Students will be able to tackle functional, organisational and cross cultural boundary challenges more effectively and understand the global mindset required in today's global village.

HRO 04 Strategic Adaptive Learning and Career Resilience:
This course integrates theoretical frameworks and applied techniques to develop strategic adaptive learning and career resilience. Through concepts such as protean careers, boundaryless work, knowledge management, executive coaching, and reflective storytelling, students will build actionable skills. Emphasis will be on experiential modules such as drama-based learning, leadership simulations, and career design thinking to build a deep, personalized understanding of lifelong employability.

HRO 05 Employer Branding:
Employer branding is a strategic marketing approach used by organisations to position themselves as an employer of choice in the minds of current and potential employees. It involves developing and communicating an employee value proposition (EVP), which represents the benefits employees receive in exchange for their skills and experience. A strong employer brand enhances awareness, attractiveness, engagement, and retention. However, in today's competitive job market and with evolving employee expectations, building and maintaining an employer brand is challenging. HR managers now adopt marketing principles to craft compelling and authentic employer brands aligned with the organisation's corporate identity to attract and retain top talent.

HRO 06 Entrepreneurship and HR for Startups and the Gig Economy:
The contemporary startup ecosystem and gig economy are reshaping how organisations manage human resources. This course explores the intersection of entrepreneurship, HR innovation, and workforce flexibility. Students will examine the stages of the entrepreneurial journey—from idea creation to business scaling—while gaining insight into HR strategies tailored to startups and platform-based gig models.In light of ongoing legislative developments in India aimed at ensuring the social security and well-being of gig and platform workers, the course also critically engages with the evolving policy landscape. Students will analyse the implications of these changes on worker rights,

employer responsibilities, and HR design. Emphasis is placed on achieving flexibility without exploitation—designing work models that are agile and efficient while also equitable and sustainable. The course equips students to build tech-enabled HR systems that balance innovation with inclusivity and long-term worker welfare.
Through real-world cases, experiential activities, and project-based learning, students will learn to address recruitment, engagement, performance management, legal compliance, and technological integration challenges in dynamic, fast-paced environments.

HRO 07 Conflict Management and Negotiations:
This is an experiential course designed to build essential skills in managing interpersonal and organisational conflict and conducting effective negotiations. Grounded in psychological and behavioural frameworks, the course explores various conflict management strategies and negotiation models, including the Harvard Principled Negotiation approach, the PRAM model, and the 4D Process Model. Through case studies and simulations, students will develop practical expertise in handling complex scenarios such as team dynamics, organisational change, and cross-cultural negotiations. Emphasis is placed on emotional intelligence, communication, adaptability, and ethical decision-making, preparing students to become strategic, empathetic, and collabourative problem-solvers in professional environments.

HRO 08 HRM and IR in Service Organisations:
Service sector has gained prominence in the economy as it accounts for the largest share of GDP and its characters are unique and distinct from other sectors. It presents a number of distinctive challenges. This course primarily will delve into the HRM and IR challenges in service sector like call centre services , banking and financial services, health services, knowledge intensive services etc. and examine frameworks and perspectives for analysing the HR and IR aspects in Service organisations. structure, delivery and practices can be adopted in service organisation for their success.

HRO 09 Comparative Industrial Relations:
Patterns of behaviour of Capital and Labour in different times of Economic Order and the maturity to adjust to changing times. Wage levels and Wage patterns to suit inflation and maintain quality of life. Structuring wages to keep competitiveness of enterprise.
Understanding employment, unemployment and employability and skill building towards creating a self sustaining model of building talent than buying talent.
Role of Trade Union in shaping behaviour of its constituency towards competitiveness driven through partners in productivity and efficiency.
Ability of Capital to be flexible and open to employee aspirations and respecting contribution of all the stake holders.

HRO 10 Labour Administration:
The course will aim at creating direct links of the exposures at the field work locations and a study of the practices of various organisations under the gamut of different major legislation. Students will be encouraged to personally visit various offices to understand the significance and roles and provide feedback to the group and link their exposures. An example of how an agreement is signed under the Labour Law or a Contract Labour Agreement is registered and its impact at the Unit Level can be traced. Similarly how disputes are resolved in conciliation or in tribunals will be studied using practical field work experience.

HRO 11 Talent Management:
organisations cannot grow without the right talent. Equally important, organisations cannot reach out to the right talent without taking a conscious and deliberate strategic effort. Talent Management focuses on understanding and managing human resources in a more integrated, strategic, and future-oriented manner. This course help participants to critically look at the theoretical underpinnings and practical aspects of talent management right from talent acquisition to retention.

HRO 12 Executive Compensation and Taxation:
This course explores the basic principles governing the design and implementation of rewards for members of top management teams. It introduces various theories governing the design of executive compensation and the use of long-term incentives using cash and equity. The course also introduces the basic principles and rules of income tax focussing on their role in designing rewards for executives.

HRO 13 Diversity, Equity, Inclusion and Belongingness:
This course covers classic theories and contemporary issues concerning diversity, equity, and inclusion in organisational settings. Themes include stereotyping, gender and sexuality, caste and religion, ageism, disability, and organisational policies and cultures that either promote or hinder inclusivity. Through simulations, diversity audits, real-world case discussions, and field-based projects, students will develop the critical capacity to engage with DEI not as compliance, but as culture-shifting work.

HRO 14 HR Consulting:
This course explores the full spectrum of HR consulting—combining analytical rigor, interpersonal influence, and strategic action. Students will examine the role of consultants as change agents, designers, and facilitators. Emphasis is placed on real-world application through live assignments, simulated negotiations, and peer-reviewed projects.
Key themes include: consulting contracts, problem diagnosis, action planning, resistance management, leadership alignment, digital HR interventions, and ethical consulting. The course is ideal for students aspiring to roles in HR strategy, people advisory, organisational design, and HR entrepreneurship.

Fieldwork (FW) Organisations

Below are the FW organisations from the past three years:

AB Capital	AB FRL	ABG	ABG Finance	ABG Pulp & Fibre
Acko	Adenza	Asian Paints	Ather	Bajaj
Birla Opus	Bobcards	Boehringer	Brit India	Brookfield
Castrol	CEAT	Century	Cipla	Cipla Health
Credit Saison	Croda	DCM Shriram	Deloitte	DP Analytics
DP World	DRL	EPL	ETG	General Mills
GIA	Glenmark	Godrej	Godrej Agrovet	Godrej Consumer

Godrej Industries	HCC	HDFC Bank	Hikal	HUL
Hindalco	HPCL (HQ)	HPCL (Refinery)	Hindustan Colas	Indo Count
ITC	Jio	Johnson & Johnson	Kenvue	Kohler
Kotak Bank	Kotak Life	KPMG	L&T	L&T Finance
Laxmi Organics	Lenovo	Lixil	L'Oréal	Mahindra & Mahindra
Maersk	Mahindra Finance	Mahindra Group	Mahindra Holidays	Mahindra Logistics
Mahindra Susten	Marico	MLL	Nestlé	Nivea
Novel Jewels	Nuvama	Omni	OnsiteGo	Pernod Ricard
Pfizer	Piramal	Privi Organics	ProGrowth	Purplle
Raychem	Rebel Foods	Reckitt	ReNew	Reliance Industries (RIL)
Royal Canin	RPG	Sandoz	Sterlite	Swiggy
Taj SATS	Takeda	Tata Consumer	Tata Projects	Tata Steel
Tata Consultancy	Tata International	Tata Motors	TCE	TechNova
TrueMeds	UB Group	UltraTech	UPL	USV
Vector Consulting	Videojet	VMentor	Voltas	VVF
Wipro	Zensar			

Job Placement Organisations

Below are the placement organisations from the past five years:

Aarti Industries	Accenture Strategy & Consulting	Accenture Tech Consulting	Adani Group
Aditya Birla Group	Airtel	Alembic Pharma	Alkem labouratories
Amazon	ArcelorMittal	Asian Paints	Ather Energy
Bajaj Auto	Bandhan Bank	Barclays	BPCL
Bridgestone	BYJU'S	Capital One	Cipla
CitiBank	ClearTax	Colgate Palmolive	Darwinbox
Dell Technologies	Deloitte India	Dr. Reddy's labouratories	Emversity
EPL	Flipkart	Freshworks	GAIL
GE Shipping	General Mills	GMR	Godrej Industries
Google	Hero MotoCorp	Hindustan Coca-Cola Beverages	Hindustan Times Media Group
HPCL	HUL	IDFC FIRST Bank	Infosys Consulting
Interglobe Aviation (IndiGo),	ITC	JSW	Korn Ferry
Kotak Mahindra Bank	KPMG India	L'Oreal	Larsen & Toubro
LTI	Lupin Ltd	Mahindra Group	Marico

Mondelez International	Motilal Oswal	Nestlé	Nippon Steel
OYO	P&G	Pepperfry	Pernod Ricard
Persistent Systems	PFC	PI Industries	Pine Labs
Reliance Industries	ReNew Power	RPG	Samsung India
Samsung R&D	Schneider Electric	Shell	SKF
Sterlite Power	Sun Pharma	TAS	Tata CliQ
Tata Electronics	Tata Steel	TCS	Texas Instruments
Total Environment Building Systems	Trident	TrueMeds	Unifrax
United Breweries	UPL	Varroc	Vedanta
VIP Industries	Virtusa Consulting	Wipro	

Fee Structure

Components					
Fees		**Sem I**	**Sem II**	**Sem III**	**Sem IV**
FEE	Tuition Fee	16,000	16,000	16,000	16,000
	Examination Fee	1,000	1,000	1,000	1,000
CHARGES	Field Education / Internship / Experiential Learning Charges	6,000	6,000	6,000	6,000
	IT Charges	2,000	2,000	2,000	2,000
	Library Charges	1,500	1,500	1,500	1,500
	Other Charges(ID Card, Convocation & Misc.) *	2,500	0	0	0
FUNDS	Students' Competency Fund	20,000	10,000	10,000	0
	Lab / Studio Fund	0	0	0	0
	Development Fund	10,000	0	10,000	0
	Student Wellness & Welfare Fund*	500	500	500	500
	Alumni Fund *	0	500	0	0
	Health Care Fund*	2,000	0	2,000	0
DEPOSITS	Caution Deposits (Refundable at the time of exit from programme on submission of No Dues Certificate)	10,000	0	0	0
	Semester wise Programme Fee	71,500	37,500	49,000	27,000
	Yearly Fees	1,09,000		76,000	
	Total Programme Fee	1,85,000			

Institute reserves the right to revise the Fee Structure of programmes if necessary.
Expenses related to Practicum / Study tour / Rural field work / Urban field work/Winter Institute, if any, will have to be met by the students themselves at the time of the activity.
No fee concession is available for self-finanaced programmes.



*Students of HRM&LR during their annual fest ‘MANTHAN’



Master of Arts in Labour Studies and Practice

NAME OF THE PROGRAMME: Labour Studies and Practice	
FINAL DEGREE AWARDED: Master of Arts in Labour Studies and Practice	
SCHOOL: SMLS	CENTRE: Centre for Labour Studies and Practice
CAMPUS: Mumbai	
MODE: Full Time	
NHEQF LEVEL: 6.5	Total Credits: 80
DATE APPROVED BY BOS: 02-05-2025	
DATE APPROVED BY AC: 14-05-2025	

Summary of the programme

The Master of Arts in 'Labour Studies and Practice', (formerly titled as Globalisation and Labour) was initiated by the Tata Institute of Social Sciences (TISS), as one of the founding partners of the Global Labour University (GLU) network, in collabouration with the International Labour Organisation (ILO). Other prominent institutions involved in GLU offering such programme are: Germany (Kassel/Berlin) at the University of Kassel and the Berlin School of Economics and Law, South Africa (Johannesburg) at the University of Witwatersrand (WITS), Brazil (Campinas, State of São Paulo) at the State University of Campinas (Unicamp), and USA at Penn State University, State College, PA. In 2009, the University of Kassel, in collabouration with the Tata Institute of Social Sciences, the International Labour Organisation (ILO) and other partner universities from Africa, Asia, and Latin America, founded the International Centre for Development and Decent Work (ICDD). The ICDD's mission is to generate new knowledge and play an active role in achieving the United Nations Millennium Development Goals (MDGs). In 2024, a major milestone was achieved when the Tata Institute of Social Sciences (TISS) received official recognition from the Government of Maharashtra for the Labour Studies and Practice (LSP) programme. This recognition qualifies graduates for employment/government positions such as a Welfare Officer, Additional Welfare Officer or Assistant Welfare Officer, within the state of Maharashtra.

The Labour Studies programme at Tata Institute of Social Sciences, Mumbai focuses on developing participants with a holistic perspective drawing insights from different disciplines. The programme discusses the conceptualisation of globalisation and labour from the historical and contemporary perspectives, its interplay with the development of

the informal economy and the debates around Labour. It includes the historical evolution of employment relations theory, workplace democracy, workplace conflict, alienation, the evolution of class, and collective bargaining from a variety of perspectives. The core components of the programme such as the field studies, field work and research are grounded in the socio-anthropological discipline. It focuses on reviewing classical and contemporary theoretical frameworks on social institutions and, examining how sociological factors shape work and identity in pre and modern societies. It aims to familiarise students with several state initiatives related to social protection, focusing on the histories of social policies and their implementation and impact. The programme highlights the principles of economics and its relationship with labour and industrial relations. It includes the use of data analytics in labour and employment relations, focusing on statistics, econometrics, data visualization techniques, predictive modelling, and machine learning algorithms.

The programme emphasizes on the labour legislations by covering the evolution of labour laws and labour codes. This field of inquiry highlights the importance of labour administration in enforcing labour laws and promoting decent work, ensuring workers' rights, maintaining labour standards, and facilitating access to social protection programmes. It also focuses on the management of conflict and negotiations in the workplace, with an emphasis on Alternative Dispute Resolution (ADR) procedures that are used in both union and non-union workplaces. The programme draws insights from political science to understand the state interventions, governance and public policy, political systems and international relations. It ensures students to build a basic understanding of issues related to India's development, poverty, patterns of discrimination, exclusion, political economy of globalization and the dynamics between the state and civil society. It exposes students to major national and global socio-political issues relevant to a better understanding of society and the state.

The rigourous academic (multi-disciplinary approach) and experiential learning pedagogy (discussions, case studies, presentations, field visits, assignments, data analytics and simulation games) enable our students to become contributors in labour studies, research and practice. The programme equips regular students and trade union representatives with the necessary skills, knowledge and competencies to be proficient in domains such as labour welfare, industrial relations and employment relations in the formal and informal sectors.

The intended audience for the programme is students interested in pursuing research and practice in the area of labour studies in the formal and informal sectors, and practicing representatives from trade unions/cooperatives/membership-based organisations. Students with a background in anthropology, sociology, history, economics, public policy, literature, media and cultural studies, performing arts, labour laws, as well as commerce and management graduates, engineering and technical domains may find the programme relevant. Trade unionists, policymakers, journalists who are interested in labour research, membership-based organisations such as trade unions, workers co-operatives, policy advocacy work and employment relations in the formal and informal sectors may find the programme interesting and relevant.

Semester-wise Courses & distribution of Credits

Course Category as per NEP	Total Credits (Regular Students)*	Semester I	Semester II	Semester III *	Semester IV *	Semester III **	Semester IV **	Total Credits (Trade Union Students)**
Foundation Course								
Core	40	20	14	2	4		4	38
Electives	4			2	2		2	2
Value Added Courses								
Indian Knowledge System	2		2					2
Skill Enhancement	4			2	2		2	2
Internship/Field Work	16		4	8	4	14	4	22
Research Dissertation	14			6	8	6	8	14
Total Credits	80	20	20	20	20	20	20	80

Semester-wise Listing of Courses and Other components

Sl.No	Semester	Course Code	Course Category	Course Title	Credits
1	I	LS 01	Core	Academic Writing	2
2		LS 02	Core	Economics	2
3		LS 03	Core	Globalisation and Informal Economy	2
4		LS 04	Core	Labour and Employment Law I	4
5		LS 05	Core	Labour and Formal Organisations	2
6		LS 06	Core	Labour Welfare and Administration	2
7		LS 07	Core	Research Methodoloy - I (Quantitative Approach)	2
8		LS 08	Core	Sociology of Work	2
9		LS 09	Core	Social Protection and the State	2
Total Credits - 20					
1	II	LS 10	Core	International Labour Standards, Decent Work and Social Dialogue	2
2		LS 11	Core	Labour and Employment Law II	2
3		LS 12	Core	Labour Economics	4
4		LS 13	Core	Organising Informal Labour	2
5		LS 14	Core	Research Methodology - II (Qualitative Approach)	2
6		LS 15	Core	Trade Union Strategies in a Global Economy	2
7		SEIKS02	IKS	Indian Handicrafts, Cultre & Livelihoods	2
8		LS FW 01	Feildwork	Field Studies	4
Total Credits - 20					
1	III	LS 16	Core	International Institutions, Trade Policies and Labour Markets*	2
2		LS 17	Skill Enhancement	Data Analytics for Labour Studies *	2
3		LS OC 01	Elective	Core Ideas & Advanced Theories in Labour Studies*	2
4		LS OC 02	Elective	Women, Work and Diversity*	2
5		LS INT TU 01	Internship	Internship - Trade Union Students (6 months)***	14
6		LS INT 01	Internship	Internship - Regular Students (2 months)*	8
7		LS DS 01	Dissertation	Research Dissertataion - I (Proposal and Data Collection) **	6
Total Credits - 20					
1	IV	LS 18	Core	Corporate Social Responsibility and Social Audit**	2
2		LS 19	Core	Governance and Public Policy**	2
3		LS 20	Skill Enhancement	Conflict Management and Negotation Skills**	2
4		LS OC 03	Elective	Cooperative Management**	2
5		LS OC 04	Elective	Green Economy and Labour**	2
6		LS INT 02	Internship	Block Internship in Trade Unions (1 Month)*	4
7		LS INT TU 02	Internship	Internship - Trade Union Students (Reflection Paper) ***	4
8		LS DS 02	Dissertation	Research Dissertataion - I (Dissertation Submission and Presentation)**	8
Total Credits - 20					

Note:
* Courses only for regular students
** Courses for regular and trade union students
*** Courses only for Trade Union Students
Students can choose any one elective from the courses offered by the centre/school/institute in semester III and IV

Courses in the Programme

Semester I

LS 01: Academic Writing

This course focuses on cultivating reading academic and media texts and developing writing skills across various academic genres. It will introduce students to understanding closed and distant reading and foster critical thinking, argumentation and appreciation for varied literature. The course emphasises the critical significance of academic writing frameworks, conventions and styles.

LS 02: Sociology of Work

This foundation course is an introduction to sociological perspectives on work. Students will review classical and contemporary theoretical frameworks on social institutions and examine how sociological factors shape work and identity in pre- and modern societies. Students will review key concepts such as social stratification, occupation, and community. They will also examine the impacts of colonialism, industrialisation, and urbanisation on social institutions such as welfare, family, marriage, and the economy. The course will highlight how these elements structure new sociologies of work, alienation, being, belonging and identity. This seminar-based course will engage with critical texts, field visits, invited lectures and discussions. Students will develop a nuanced understanding of social theory and the complexities surrounding work and life in modern societies.

LS 03: Globalisation and Informal Economy

Globalisation is a significant driving. Although it was predicted by one school of thought that the state would fade due to the increasingly global market force and capital moving beyond boundaries, the other school focuses on the role the state plays in globally changing scenarios with efforts to make sustainable market interactions. Labour in this new context is embedded and at the receiving point, scattered beyond the traditional concept of Labour confined installations. The course shall focus on the conceptualisation of Globalisation from historical and contemporary perspectives, its interplay with the development of the informal economy and the debates around Labour.

LS 04: Economics

The optimal allocation of resources within a community is the focus of economics. This course provides an overview of microeconomic and macroeconomic foundations of the Indian economy, addressing topics of supply and demand, various kinds of market structure, theory of production etc. In the present era of globalisation the world of economy has been changed altogether. Apart from micro issues inside the industries, to understand the macro issues of the nations and the relation of these issues with the job-related issues of the workers in labour market is equally important. It is an important course for the students of MA in Labour Studies and Practice as it will enable them developing an understanding on various macro and micro issues in Indian and global context. It is very integral part of the course as students will gain detailed insights of various factors determining labour market in economies. The course will discuss in brief about various macro economics indicators such as national income accounting, various indicators of macro economics such as employment, inflation, aggregate price, role of money market and fiscal policies.

LS 05: Labour and Employment Law I

Part 1

The course Labour and Employment Law – I, offered in the first semester of the M.A. in Labour Studies, introduces students to the foundational legal frameworks governing industrial relations in India. It critically examines the evolution and application of key legislations, namely the Trade Unions Act, 1926, the Industrial Employment (Standing Orders) Act, 1946, and the Industrial Disputes Act, 1947, alongside the contemporary Industrial Relations Code, 2020. The course enables students to understand the legal construction of collective bargaining, dispute resolution, and employment standards, thereby fostering analytical competencies essential for navigating the changing landscape of labour law and employment relations.

Part - II

The course Labour and Employment Law I – Part II offers an in-depth exploration of key labour legislations that govern diverse sectors of employment in India. This course critically examines acts such as The Factories Act, 1948, and Contract Labour (Regulation and Abolition) Act, 1970, among others. It addresses the regulatory framework aimed at safeguarding workers' rights and ensuring safe and fair working conditions. The course also evaluates the Occupational Safety, Health and Working Conditions Code, 2020, providing students with comprehensive knowledge of contemporary legislative developments and their implications for employment law practice and policy

LS 06: Labour and Formal Organisation

Formal Organisations operate within the strict hierarchical arrangements of plans, procedures, rules and regulations. It has a legal framework to adhere to and legitimise its operation to earn profit. In this context, labour is considered an input of the entire operational process. This course shall focus on the historical perspectives of the industrial era to understand how capital treated labour in the hierarchy of formal set-up and how collectivism among labour could be the answer to breaking away from that shackle.

LS 07: Labour Welfare and Administration

The course Labour Welfare and Administration is designed to introduce students to the institutional frameworks, policies, and mechanisms through which the state regulates labour markets, ensures compliance with labour legislation, and promotes decent work. Rooted in the broader understanding of industrial governance, the course critically examines the historical evolution, organisational structure, and functioning of labour departments, inspectorates, advisory bodies, and adjudicatory mechanisms. It situates labour administration within global and national contexts, including ILO conventions and tripartism, while analysing challenges in enforcement, informality, and governance. The course establishes foundational knowledge essential for advanced studies in labour regulation.

LS 08: Research Methodology I (Quantitative Approach)

Research Methodology I: Quantitative Approach introduces students to vital statistical methods and their practical applications in research. It emphasises understanding statistical concepts rather than solving problems. Topics include levels of measurement, central tendency, and dispersion. Students learn sampling techniques, sample size calculation, and survey instrument design. The course covers statistical inference, hypothesis testing, and various analytical methods such as ANOVA, correlation, regression, and multivariate analysis. Sessions focus on interpreting results and presenting research findings supported by readings from leading journals. This foundation prepares students to apply quantitative techniques in real-world research and decision-making processes.

LS 09: Social Protection and the State

This course aims to familiarise students with several state initiatives related to social protection, focusing on the histories of social policies and their implementation and impact. Through lectures, seminars, and assignments, students will review various theoretical paradigms and critical concepts in social protection. The curriculum includes an examination of social histories and spending in developing countries, recent policy reforms, and lessons learned from developing and developed nations. Particular emphasis will be placed on the challenges of social stratification and its role in formulating and implementing policies, particularly in India, considering the diverse social demographics

that influence access to welfare.

Semester II

LS 10: International labour Standards, Decent Work and Social Dialogue

Pupils will study various topics, including social discourse, decent employment, social dialogue, tripartite conventions, international labour standards, and more. Through this course, students can comprehend the significance of trade unions, respectable jobs, and several international standards nationally and worldwide. The course will thoroughly grasp international labour organisations' development, function, and applicability in addressing labour market concerns, focusing on India. The importance of social discourse and Tripartism in the workplace cannot be overstated. This course will familiarise students with Tripartism and its definition and applicability in the modern world. Decent work will also be covered throughout the training. Another essential subject in the curriculum will be a thorough study of collective bargaining.

LS 11. Labour Economics

This course provides an overview of Labour Economics in the Indian and global context, addressing various themes of labour supply and labour demand viz. theories of wage determination, differential, segmentation, formal and informal determinants of labour markets etc. labour Economics will help student in developing an understanding on various concerns of labour market in current context and will also acquaint the students with how work, workers and the workplace will evolve in the years ahead. The course will make students acquainted with trends and patterns of wage structures and wage differentials how labour economics develop and evolve in various market structures in various economies. Various microeconomic factors related to labour, labour markets, migration, agriculture work, MSME, value chains and wages will be considered, including labour force participation, evolution and change in labour markets in India. Informality, its meaning and characteristics will be part the course. Role of government, public policies and unions and collective bargaining in shaping labour markets will be further considered. Students will gain understanding on various existing trends, facts, indicators and data set in regard to labour studies. Role of AI, automation, technological innovation, economics of job search will also be part of the study to develop the understanding of students in regard to Future of Work. Towards the end of this course, students will be able to undertake an in-depth analysis of causes precarity, destitution, informality, and trends/dynamics of labour in formal and informal sectors in global context.

LS 12: Labour and Employment Law II

Part – 1

This course provides a comprehensive understanding of the legal framework governing labour welfare and social security in India. It critically examines key legislations including the Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948; and the Employees' Provident Funds Act, 1952, among others. The course also explores sector-specific laws and culminates in an analysis of the Code on Social Security, 2020. By integrating legal provisions with socio-economic contexts, the course equips students to understand, interpret, and engage with social protection mechanisms for organised and unorganised workers.

Part – II

This course delves into critical labour legislations that govern wage-related matters in India. The course covers seminal acts, including the Payment of Wages Act, 1936, the Minimum

Wages Act, 1948, the Payment of Bonus Act, 1965, and the Equal Remuneration Act, 1976, alongside the Code on Wages, 2019. The rationale behind this course is to equip students with a comprehensive understanding of legal frameworks ensuring fair wages, social justice, and gender equality in the workplace, promoting informed analysis of labour rights and policies.

LS 13: Organising Informal Labour

Organising informal economy workers goes to the root of the revival of trade union/collective movement at the grassroots. Collectives make the voices of workers heard. Since, in contemporary times, most of the jobs are in the informal economy, labour in this premise is all the more important to be organised and heard eventually. This course shall focus on who to manage, how to increase the membership base of informal economy workers, ensure representation, and strengthen collective bargaining to influence social and economic policies in people's interests.

LS 14: Research Methodology II (Qualitative Approach)

Research Methodology II: Qualitative Research provides an in-depth exploration of qualitative research methods and their philosophical foundations. The course covers critical theoretical issues, including objectivity and subjectivity in social research, the relationship between theory and method, and the distinction between macro and micro research. Practical aspects focus on diverse research techniques such as survey methods, sampling, questionnaires, interviews, oral and life histories, participant and non-participant observation, and focused group discussions. Students also learn content analysis to present and interpret research. This course equips students with the skills to conduct and analyse qualitative research in various social contexts.

LS 15: Trade Union Strategies in the Global Economy

Trade unions represent the workers and advocate for their rights, such as collective bargaining, freedom of association, and ILO’s Decent work agenda. They also campaign against the violation of such rights. The Trade Unions and Workers associations must strategise their activities to protect and represent the labour force. This course shall focus on how the trade unions are organising to put forth the workers’ interest before the State and Industry with a political rigour to ensure a decent life and working conditions for the Labour

LS FW 01: Field Studies

Field Studies /Research is essentially "qualitative research in practice" grounded in the socio-anthropological discipline. Students engage with real-world settings, gaining exposure to diverse urban spaces ranging from slums and resettlement sites, hospitals, not-for-profit organisations, and formal state institutions such as labour courts and labour welfare boards. The course focuses on gaining hands-on fieldwork with students conducting weekly visits to assigned sites and maintaining a field diary to document their observations. Students will learn qualitative research methodologies through lectures and discussions on classical and contemporary studies. Following their fieldwork, students will share their insights, progress, and challenges and reflect on a critical understanding gained from the field.

Semester III

LS 16: International Institutions, Trade Policies and Labour Markets

International organisations play a significant role in facilitating debates, implementing conventions and agreements, settling disputes, and other related tasks in the economy of any nation. However, these activities significantly impact the labour market outcomes, particularly for developing countries. Therefore, it is crucial to comprehend the structure and function of different international organisations. Students taking this course will learn about international organisations' effects on labour and the labour market, including the World Bank, GATT, IMF, and WTO. These global organisations frequently influence a nation's trade policies, which have a significant direct or indirect impact on the labour market. This course will assist students in understanding and analysing the implications of these organisations on labour markets.

LS 17: Data Analytics for Labour Studies

This course will offer a theoretical and hands-on introduction to data analysis and project evaluation, emphasising generic knowledge and approaches applicable to all projects. Interdisciplinary assessment will be included based on both quantitative and qualitative analysis. Different types of evaluations will be discussed, including purpose, design, focus, evaluation models, data collection, analysis, quality assurance, and reporting. With rapid development in data sciences, there is a growing demand for scholars and experts who are well-versed with all data analytical tools and know about data mining through experimentations and field immersions. This course will build the analytical prowess of our students and will prepare them to work with leading research organisations and think tanks. This course has four sections: Development Information Package, Project Planning and Evaluations, Applied Data Analytics using R and Introduction to micro-econometrics.

LS OC 01: Core Ideas & Advanced Theories in Labour Studies

Labour is always the central focus of the discipline of Labour Studies. Locating the issues in the journey of exploration of that idea of 'Labour' requires a deeper understanding and inculcation of the same, followed by an in-depth intellectual sojourn. While the entire MA programme in labour studies would enable the students to acquire knowledge and inculcation, this particular course would allow the students to chart an in-depth intellectual sojourn. This course shall focus on the core concepts of labour studies from historical and contemporary perspectives. Each of these concepts shall be subject to treatment from the relevant angles - ideologies, themes, debates, positions, locations, and controversies - so that a grasp of these central ideas empowers the graduating students to build a repository of core expertise in Labour Studies.

LS OC 02: Women, Work and Diversity

This course will survey classic and contemporary scholarships' theoretical, methodological and empirical contributions to gender, work, and diversity. We will examine basic concepts of the difference between sex and gender, sexual division of labour, women's work, gender stereotypes, sexist assumptions, formal/semi-formal/informal sector, multiple oppressions and the question of diversity. We will also examine what is defined as “work" -- the underlying patriarchal notions of housework/paid/unpaid labour, discuss the devaluation of women's labour, understand critiques and contributions of feminist economists and unpack the sociology of gender and work to reconceptualise work and dichotomies of paid/unpaid labour, masculine/feminine work and gender constructs and its impact on labour market opportunities and discrimination. We will then understand the specific context of India in

comparative frameworks about social stratification, examine women's labouring lives in rural/urban, formal/informal, gender and labour market segmentation, inequalities in the labour force, uneven development, differential wages, work opportunities, low wages and poverty, work/family conflict, caste occupations, sex work, dirty work, sex/sexuality in the workplace, gendered nature of emotional labour, discriminations in workplaces and to mitigate these inequalities and multiple oppressions how diversity framework may address the female labour participation, and promote, protect and foreground their contributions to the economy and society.

LS INT 01: Internship - Regular Students – 2 months

Regular students will be sent to the Industry, Labour Organisations, Research Organisations, Think Tanks, and Consulting Organisations to get exposed to the issue of Labour in Industry – formal and informal for two months in the areas of ER, IR, CSR, ESG, OSH, Labour Policy and Research, Employer Employee Relations, Manpower Development and Employee Training etc. They are expected to work under the guidance of Organisation Supervisors and Faculty advisors from the Centre. It is evaluative based on the presentation of their experiences to the Faculty of TISS, other than the parent School / Centre and the report written and submitted to their respective Faculty guide at the Centre.

LS INT TU 01: Internship - Trade Union Students (6 months)

The trade union-nominated students will be generally placed with his/her parent trade union/ Workers association for six months under the guidance of an organisation supervisor to submit a comprehensive report of their learning experiences while reflecting upon the learning inside the classrooms during the first and second semester. The Trade union student will be successfully applying the knowledge received in classroom sessions in enhancing the objectives and activities of their Parent Trade Union /Workers Associations during the six month tenure. This tenure is evaluative.

LS DS 01: Research Dissertation – I (Proposal and Data Collection)

The Research Proposal and Data Collection dissertation course guides students through the initial stages of their research journey. Under the supervision of a TISS faculty member, students must develop and submit a comprehensive research proposal outlining their research objectives, methodology, and theoretical framework. Following the submission, students must present their proposal before a panel of faculty members for feedback and evaluation. This process helps refine their research design and prepares them for the data collection phase. The course emphasises critical thinking, academic rigour, and alignment with research standards for successful dissertation work.

Semester IV

LS 18: Corporate Social Responsibility and Social Audit

Companies must sustainably balance their profitability with responsibility towards larger society and the environment. Social auditing is integral to corporate social responsibility because it helps the company evaluate its operations and improve its public image. Environmental concerns, Labour Laws, and ethical standards of corporate governance are essential pillars of this course. The sustainability approach has made a prominent yardstick in recent times on this earth to ensure the embracing of the responsibility of corporations and capital.

LS 19: Governance and Public Policy
The Governance and Public Policy course examines the interplay between globalisation, governance, and policy-making. It covers the impact of globalisation on governance, global environmental policies, and the roles of indigenous peoples in human rights and democratisation. The course also explores Indian democracy, focusing on policy politics, planning successes and failures, and the state's role in development. It emphasises New Public Management principles, including participatory institutions, leadership, and organisational change. Finally, it addresses the bureaucracy-democracy relationship, analysing bureaucratic roles in policy formulation and state responsiveness while advocating for transparency, accountability, and enhanced citizen engagement in governance processes.

LS 20: Conflict Management and Negotiation Skills
Incongruity in ideas and goals, scarcity of resources, and discordance in personality are common causes of workplace conflicts. Negotiation is the most strategic form of communication in resolving conflictual ideas, goals, and offerings. Individuals are involved in various forms of negotiation with superiors, subordinates, customers, clients, team members, friends and family members daily. Effective negotiation and conflict resolution skills increase task efficiency and joint gain and enhance workplace relationships. Negotiation refers to coming together to advance individual interests through mutual action. Negotiations are not confined to the professional world; we often negotiate in our personal lives. Negotiation, conflict resolution, and relationship management are complex processes. Successful professionals possess and apply a blend of perceptual, persuasive, analytical, and interpersonal skills for these processes. This course endeavours to train you to master these critical skills.

LS OC 03: Cooperative Management
Cooperative Management course offers the process of gaining deep insight into the cooperative as Business Institution. This refers to a people's collective approach to build their own business institution as an alternative economic model contributing in building strong National economy. It focuses on effective management of business enterprises having foundational base on principles and values of cooperation. This facilitates the understanding of how' collective approach caters to the economic and social well-being of people irrespective of caste, creed and gender. The professional business components to cater to the collectives of people associated with cooperatives will be explored through this course.

LS OC 04: Green Economy and Labour
The various ideas and aspects of the green economy, as well as chances and problems on a national, international, and industry-specific level to promote low-carbon, resource-efficient, and socially inclusive development, are critical components of this course. Furthermore, students must acquire fundamental abilities to implement the idea of the green economy in practical economic, policy, and personal contexts. The course will outline the basic concepts and justification for implementing an inclusive green economy. It will support students in recognising the essential elements of the green economy and the characteristics of the green economy labour market and make them aware of the enabling conditions for greening national economies with the aid of this course.

LS INT 02: Block Internship in Trade Unions (1 Month)
The regular students are expected to be placed with a Trade Union / Worker's Organisation

/ Think Tank under the guidance of a trade union leader/ worker association leader to get exposed to the day-to-day activities of the organisations to work with. They get to learn campaigning for worker's rights, mobilising, mentoring, training sessions designing in both formal/ informal sectors and delivering the sessions, conducting advocacy for the labourers, conducting impact studies, benchmark surveys, need assessment studies, Gender audits, etc. They learn to write policy briefs for labourers if required by the organisation.
This is evaluative. The students are expected to write a reflection paper and submit it to the faculty guide at the end to get evaluated. The reflection report covers the critical understanding that the students received inside the classrooms during the semesters and the field experiences they received during the First and Second phases of the internship.

LS INT TU 02: Internship - Trade Union Students (Reflection Paper)
At the end of the tenure, the student will submit a reflection report on his /her work. The student will be required to make a presentation to the faculty guide.

LS DS 02: Dissertation: Data Analysis, Writing and Submission
The dissertation component is an integral part of the university Masters programmes. In order to fulfil degree requirements, students must submit an original thesis to complete the degree. Students will present their proposals in the first semester, conduct their research, and submit a supervised dissertation at the end of the fourth semester. Students can select their research topic from any area related to Labour Studies, and the dissertation may draw upon primary or secondary data. Subsequently, the Dissertation Progress Seminar (DPS) scheduled for the third semester will bring together all graduate students working on dissertations to present their research progress and receive feedback from external examiners and faculty. The seminar aims to facilitate discussions that enhance students' knowledge, help them refine their research, and establish milestones to complete their dissertations.

Field Placement Organisations

Some of the fieldwork organisations are as below:

- McDonald
- Ernst & Young Global Limited (EY)
- Robert Bosch GmbH (BOSH)
- Genpact (Genpact India Private Limited)
- Adani Group
- Larsen & Toubro Limited
- Indian Oil Corporation Limited (IOCL)
- Bharat Petroleum Corporation Limited (BPCL)
- Tata Power Company Limited
- Bajaj Auto Limited

- OYO (Oravel Stays Private Limited)
- National Skill Development Corporation
- SBI Mutual Fund
- Tally Solutions Private Limited
- IdeaForge Technology Limited
- Hawkins Cookers Limited
- RSPL Limited
- International Trade Union Confederation (ITUC), Singapore
- International Transport Workers' 20. Federation (International Transport Federation New Delhi)
- UNI Global Union
- Friedrich-Ebert-Stiftung (FES Delhi)
- HINCOL Limited (Hindustan Colas Ltd. - a JV with HPCL)
- Bombay Dock Workers Union, BPT
- Rashtriya Mill Majdur Sangh, Parel
- NASVI, Delhi
- Building and Wood Workers Union, India
- Industry All
- UNI Global Union
- International Transport Federation, Delhi
- Breakthrough, Delhi
- ORF Delhi
- Hawkers Association, Mumbai
- Mathadi Workers Union, Mumbai
- INTUC
- ITUC, Singapore
- FES, Delhi
- CITU, Delhi and Maharashtra unit
- Tata Power
- RSPL Ltd
- Tally Solutions

Job Placement Organisations

Some organisations that have come for job placements are as below:

- Genpact
- Tally Solutions
- EY (Ernst & Young)
- Genpact
- KPMG
- Gartner
- Bosch
- McDonald's
- ICICI
- Tata Power
- Bajaj Auto
- IHCL (Indian Hotels Company Limited)
- Merck Sharp & Dohme
- Ather Energy
- PharmEasy
- Urban Company
- Oyo
- Varun Beverages
- Tata Starbucks
- SBI Mutual Fund
- Cipla Health
- Rockwell Automation
- Marcellus Investment Managers
- Invest India
- National Skill Development Corporation (NSDC)
- International Labour Organization (ILO)
- International Trade Union Confederation (ITUC)
- International Transport Workers' Federation (ITF)

- Quality Council of India (QCI)
- JNPA (Jawaharlal Nehru Port Authority)
- Hindustan Colas (HPCL)
- Step Change
- Indian Institute of Management Calcutta (IIM-C)
- Indian Institute of Entrepreneurship (IIE)
- Hawkins
- Lacobuzz
- DTICI
- Asset Homez
- Kalp Taru

Fee Structure

Components					
Fees		**Sem I**	**Sem II**	**Sem III**	**Sem IV**
FEE	Tuition Fee	16,000	16,000	16,000	16,000
	Examination Fee	1,000	1,000	1,000	1,000
CHARGES	Field Education / Internship / Experiential Learning Charges	6,000	6,000	6,000	6,000
	IT Charges	2,000	2,000	2,000	2,000
	Library Charges	1,500	1,500	1,500	1,500
	Other Charges(ID Card, Convocation & Misc.) *	2,500	0	0	0
FUNDS	Students' Competency Fund	0	0	0	0
	Lab / Studio Fund	0	0	0	0
	Development Fund	10,000	0	10,000	0
	Student Wellness & Welfare Fund*	500	500	500	500
	Alumni Fund *	0	500	0	0
	Health Care Fund*	2,000	0	2,000	0
DEPOSITS	Caution Deposits (Refundable at the time of exit from programme on submission of No Dues Certificate)	10,000	0		

	Semester-wise Programme Fee	51,500	27,500	39,000	27,000
	Yearly Fees	79,000		66,000	
	Total Programme Fee	1,45,000			
Institute reserves the right to revise the Fee Structure of programmes if necessary.					
Expenses related to Practicum / Study tour / Rural field work / Urban field work/Winter Institute, if any, will have to be met by the students themselves at the time of the activity.					
No fee concession is available for self-finanaced programmes.					



*Students of Labour Studies & Practices, batch 2024-2026



*Students of Labour Studies & Practices, batch 2023-2025

Master of Arts in Organisation Development, Change & Leadership

NAME OF THE PROGRAMME: Organisation Development, Change and Leadership	
FINAL DEGREE AWARDED: Master of Arts in Organisation Development, Change and Leadership	
SCHOOL: SMLS	CENTRE: Centre for Social & Organisational Leadership
CAMPUS: Mumbai	
MODE: FULL TIME	
NHEQF LEVEL: 6.5	Total Credits: 82
DATE APPROVED BY BOS: 02-05-2025	
DATE APPROVED BY AC: 14-05-2025	

Summary of the programme

Organisations must adapt to change; otherwise, they can stagnate or perish. As changes occur in economies, markets, technology and society, there is a need for professionals who can enable organisations to anticipate and effectively respond to those changes.

As a field of study, Organisation Development (OD) is especially relevant in today's fast-paced and drastic change era. Its community and social development origins provide a firm ground for the applied behavioural sciences. Applications in industry that have followed continue to be enriched by advances in social psychology, neurosciences, behavioural economics, and the art of facilitation, which explores and expands on the emergent knowledge from human efforts in institutions.

Characteristics of OD-based change include (and are not limited to):

- Changes to the structure, culture, strategy, and processes of an entire organisation, including the impact on individual jobs and roles.
- The application of behavioural science knowledge and practice to facilitate performance or internal transformation within an organisation.
- The improvement of organisational effectiveness by involving members of the organisation in understanding the challenge whilst enabling in them new skills, knowledge and ways of thinking and doing tasks in service of the organisation's purpose and strategy.

- The promotion of high productivity, performance, quality products, financial performance and continuous improvement.
- The facilitation of change in a flexible, adaptive and humanistic, participative way.
- Sustainability, so consistent change in the right direction, continues beyond the life of the initial change initiative.

Through this programme, we aim to develop innovative and influential change agents for various institutions. The programme enables students to understand how emerging industrial revolutions usher in systems of interacting components that impact each other in significant but often unseen ways. Crucially, students focus on self-development, which is, in turn, needed to accomplish the facilitator identity in organisational change processes. The learning methods in the programme include lectures, case discussions, simulations, role-plays, fieldwork, internships, service learning, and facilitated human interaction processes. Students engage in experiential learning opportunities and reflective spaces and interact with experienced professionals, faculty and alums. In this manner, students better understand their challenges and those of organisations in various contexts involving change. One of the differentiators of this programme is the opportunity for students to immerse in a real-world consulting project that intends to take them through a complete OD cycle.

Our programme transforms students, both personally and professionally. Students gain a deeper understanding of themselves and behavioural sciences, organisation strategy, operations and the interplay of systems and people processes. Those passionate about making a difference through OD should consider applying to our MA in Organisation Development, Change and Leadership.

Programme Objectives

- To respond to a need for a special kind of leadership to tackle the challenges due to a dynamic environment.
- To create professionals who can lead and manage the change at an organisational level.

Programme Outcomes

After completion of the programme, students are able to:

- Understand ‘organisation’ as an open system to infer organisational purpose and design linkages.
- Diagnose issues, causes, and designing approaches to enable internal renewal of capabilities of client organisations.

- Evaluate and present options, develop interventions with clients and deliver them as change facilitators for sustainable change.
- Exhibit leadership and innovation for organisational change processes to enable organisational effectiveness.

Semester-wise Courses & distribution of Credits

Course Category as per NEP	Total	Semester I	Semester II	Semester III	Semester IV
Core	30	10	10	6	4
Electives	10	0	2	2	6
Value Added Courses	30 hours	30 hours	0	0	0
Indian Knowledge System*	0*	0	0	0	0
Skill Enhancement	10	4	2	2	2
Internship	18	6	6	6	0
Community Engagement	2	0	2	0	0
Dissertation	12	0	0	4	8
Total Credits	**82**	20	22	20	20

** Currently working on this, will be ready before Class of 2026-28*

Semester-wise Listing of Courses and Other components

Sem	Course Category	Course Code	Course Title	Credit/s
I	Core Course	ODCL01	Introduction to Organisation Development and Change	2
	Core Course	ODCL02	Organisation Theory and Design	2
	Core Course	ODCL03	Operations Management	2
	Core Course	ODCL04	organisation behaviour 1	2
	Core Course	ODCL05	Research Methodology	2
	Skill Enhancement	ODCL06	Critical Thinking & Problem Solving	2
	Skill Enhancement	ODCL07	Effective Business Communication	2
	Internship	ODCL FW 01	Internship I	6
	Value Added course	PC 01	Human Interaction Lab	
			Total – Semester I	**20**

Sem	Course Category	Course Code	Course Title	Credit/s
II	Core Course	ODCL08	Organisation Diagnosis & Evaluation of OD	2
	Core Course	ODCL09	Human Resources: Systems & Processes	2
	Core Course	ODCL10	organisation Behaviour 2	2
	Core Course	ODCL11	Leadership: Theory & Practice	2
	Core Course	ODCL12	Organisational Change: Practice Perspective	2
	Skill Enhancement	ODCL13	Quantitative Research	2
	Community Engagement	ODCL FW 02	Leadership as Service Project	2
	Internship	ODCL FW 03	Internship II	6
	Optional courses (choose anyone)			
	Elective	ODCL OC 01	Strategy Implementation	2
	Elective	ODCL OC 02	Learning & Capability Development	2
			Total – Semester II	**22**
			Total – Year 1	**42**
III	Core Course	ODCL14	Human Process Interventions	2
	Core Course	ODCL15	Marketing Management	2
	Core Course	ODCL16	Finance & Accounting Management	2
	Skill Enhancement	ODCL17	Facilitation: Theory & Practice	2
	Internship	ODCL FW 04	Internship III	6
	Dissertation		Dissertation (Stage 1)	4
	Optional Courses (choose anyone)			
	Elective	ODCL OC 01	Employment Relations	2
	Elective	ODCL OC 02	Coaching & Mentoring	2
			Total – Semester III	**20**
IV	Core Course	ODCL18	Strategy & Strategic Interventions	2
	Core Course	ODCL19	Techno Structural Interventions	2
	Skill Enhancement	ODCL20	Business Analytics	2
	Dissertation		Dissertation (Stage 2)	8
	Optional Courses (choose any three)			
	Elective	ODCL OC 01	Arts & OD	2
	Elective	ODCL OC 02	OD & Innovation	2
	Elective	ODCL OC 03	Diversity & Inclusion	2

	Course Category	Course Code	Course Title	Credit/s
	Elective	ODCL OC 04	Sales Management	2
			Total – Semester IV	**20**
			Total – Year 2	**40**
			GRAND TOTAL	**82**

Courses in the Programme

ODCL 01 Introduction to Organisation Development and Change:
Introduction to OD and Change, History of OD, OD Values (Values Ethics in OD, Core Competencies of OD Professional) Approaches to OD (Normative approach, Work-life Balance Approach, Strategic and Institution, Development approaches, Dialogic vs. Diagnostic), OD Consultation Process, Data Gathering, Models of organisational Change, Action Research and Appreciative Inquiry, Sustainability in OD, Sustainability in OD.

ODCL 02 Organisation Theory and Design:
Organisations and Organisation Theory, Fundamentals of Organisation structure; Design and structure, Business strategy, Organisation design and effectiveness, Alternatives to contemporary structures of organisations, How structure can follow strategy Systems thinking, Inter-organisational relationships; Network organisations, Designing organisations for the international environment, Globalisation and types of organisational economies, The external environment; Boundary-spanning structures, Manufacturing & service technologies; Design for stability and change, Business Models; Innovation and Change, Organisational vision, mission, values; Organisational culture and ethics, Conflict, Power and Politics; Leveraging dissent & diversity, Rationality & decision making, Understanding risk, freedom and control, Information technology for control & coordination; Approaches to knowledge management.

ODCL 03 Operations Management:
Introduction to Operations Management, Production, Services and Operations Management, Operations Strategy, Product Design and Process Selection, Forecasting and Demand Planning, Capacity Management, Supply Chain Management, Managing Inventories, Quality management and Control, Lean Operating Systems, Project Management.

ODCL 04 Organisation Behaviour 1:
Foundations of organisational behaviour, Understand individual differences – Personality and values, Attitudes, Understanding perceptions, Workplace emotions, Motivation in the workplace, Motivation Tools and Applications, Employee engagement, Positive organisational behaviour, Psychological Contract.

ODCL 05 Research Methodology:
Introduction to research, Paradigms of social research, Literature review, Research design, Basics of Empirical Research, Data collection, Experiments, Case research, Interpretive research, Ethnography and Phenomenology, Narratives and Content analysis, Grounded

theory, Interviews and Focus Groups, Qualitative Analysis, Introduction to Mixed Method Research.

ODCL 06 Critical Thinking and Problem Solving:
Arguments and Language, Logic and Evidence, Types of Reasoning, Classes, Relations and Conditions, Critical thinking: Your guide to effective argument, successful analysis and independent study, Classical Tools for Reasoning, Alternative Reasoning and Tools, Fallacies and Biases, Truth and Intuition Structured Thinking, Generic process of Problem Solving, Understanding and Defining the Problem, Problem Structuring & Solution Generation, Solution Evaluation and Development, Structured Communication, Gaining Agreement and Buy-in.

ODCL 07 Effective Business Communication:
This course will emphasize both the theoretical frameworks and practical skills necessary for effective communication in a variety of organisational settings – whether it involves internal communication, cross-functional teamwork, leadership communication or stakeholder engagement. Students will be exposed to case studies, role-playing, simulations, and critique that demonstrates how communication can facilitate or hinder organisational progress. By the end of the course, students will be able to understand the critical importance of communication in OD and leadership and apply their knowledge to influence and manage organisational change effectively.

ODCL 08 Organisation Diagnosis and Evaluation of OD:
How paradigms and theory affect diagnosis, Revisiting the OD map, The theory of change and the purpose of diagnosis, Diagnostic processes: engineering, medical, and management, Diagnostic models based in systems theory, Life-cycle (i.e. stage) models of diagnosis, Other models, Stakeholders in diagnosis, Methods and techniques for diagnosis and evaluation, Paradigms, the culture web and change, Humour in organisational diagnosis, Diagnostic feedback to the client, Evaluating different types of change that emerge from OD interventions, Evaluation of OD interventions, Evaluation of the change, Measurement and Institutionalisation of change.

ODCL 09 Human Resources: Systems and Processes:
Overview of Human Resource Systems, Assessment centres, Performance Management Systems, Reward Systems, Employee Engagement, Career Planning and Development, Talent management systems, Leadership Development, Managing Diversity, HRD Audit.

ODCL 10 organisation behaviour 2:
The Individual and The Group, Group Formation and Development, Group Structure, Group Cohesion And Development, Agile Team And Team Effectiveness, Group Performance, Group Decision Making, Social Influence.

ODCL 11 Leadership: Theory and Practice:
Understanding power and influence, Politics in organisations, Personal Sources of Power, Structural Sources of Power, Getting things done, Attracting attention, Charisma and dramaturgy, Making a speech – Class Exercise, Power and Leadership, Values and value systems, Crucibles of leadership, Values in conflict, Heroes and Ideologues, Leadership, Ethics, and Culture, Indian Leadership.

ODCL 12 Organisational Change: Practice Perspective:
Introduction, Assessment Models, Building Change Solutions, Cultural Implications of Change, Change Communication, Large system change, Role of Local Change Agent and Global Change Agent (Leadership) in the Change, Impact of Change, Sustaining Change, Future of Change Management.

ODCL 13 Quantitative Research:
Introduction to Quantitative Research: Concepts, Constructs, Hypothesis, Variables, Levels of Measurement: Nominal, Ordinal, Interval and Ratio variables, Descriptive Statistics: Measures of Central Tendency: Mean, Median and Mode. Dispersion: variance, standard deviation, coefficient of variation — methods and interpretation, Normal distribution, sampling distribution, central limit theorem, estimation, confidence interval, Introduction to statistical inference, hypothesis testing process, type-I and type-II error, p-value approach to hypothesis testing, confidence intervals, T-distribution, Hypothesis testing: T-test, One sample and two sample T-tests, Chi-square test, Analysis of Variance (ANOVA), One-Way, Two-Way, Three-Way ANOVA, Main Effect and Interaction Effects, F-test, MANOVA, Association between variables: correlation and regression, Multivariate Data Analysis Methods: Multiple regression, Factor analysis, Cluster analysis, Logistic regression.

ODCL OC 01 Strategy Implementation:
The course 'Strategy Implementation' integrates business strategy, control levers, performance management, and organisation design to build effective organisations.

ODCL OC 02 Learning and Capability Development:
Introduction to L&D, Psychological perspectives of Learning, Behaviouristic Theories, Cognitive Theories; Social Learn ing and Social Cognitive Theory, Historical perspective, Theories of Limitation, Rotter's Social Learning Theory, Bandura's Theory of Social Learning, Adult learning Theory. Principles, Creating a Learning Environment, Identification of Learning needs, development of learning objectives, instructional design, development and delivery of content. Training Design, Understanding the organisational constraints, Developing objective, Learning, Reinforcement and Punishment, Behavioural Performance Management, Contemporary Principles, Learning Styles, Kolb's Learning Style Inventory. Training Methods; Experiential Learning Theory and Practical, Learning Technologies (Work based learning technologies) : The rationale, strategies and tactics, Learning Technologies (Informal Technologies): Learning through storytelling, conversation, Art of Reflective Practices, Games, Executive Coaching and Mentoring, Evaluation of Training; Rational for Evaluation, Resistance to Evaluation, Types of Evaluation Data Collected, Process of Evaluation. Kirkpatrick's four levels of Evaluation; Phillips' ROI, Leadership Development Journeys – Design and development, Introduction to Action learning, Discussion on pre distributed readings focusing on Action Learning – Origin, Development; Classic Approach, Action Reflection, Business Driven Action Learning, Action-Reflection Learning Model; Models - Marquardt's Model, SMAL, Business Driven Action Learning, VAL, Action learning in practice; Planning and Designing Action Learning Management Development programmes, Action Learning in Developing Leadership Development Journeys.

ODCL 14 Human Process Interventions:
Introduction to Human Process Interventions, Survey Feedback: Why needed, Designing Process, Learning from response rate, Process Consultation, Essence of Process Consultation, Consulting Process Models, Co-creation: Definitions, Crucial factors for successful co-creations, Co-creation benefits, Co-creation workshops, crowdsourcing, Co-Creation: Open Source, Mass Customisation, User-generated Content, Value and value co-creation, Third Party Interventions, When is Third Party Intervention Required, Phases in Third Party Intervention ,Resistance and Issues in Third Party Intervention, Mediation, Communication and Third Party Interventions, Third Party Interventions, Forms and Functions of Third Party Interventions, Approaches to Third Party Intervention, Conflict, Peace and Third Party Intervention, Role of a leader during Third Party Interventions, Developing teams, The Need for Team Development, Cohesiveness and Groupthink, The Team Development Process, Intergroup Development, Organisation Confrontation Meeting, Mindfulness, Defining Mindfulness and Mindlessness, Characteristics of Mindlessness, The Roots of Mindlessness, The Benefits of Mindfulness, Psychological Perspectives on Mindfulness, Mindfulness and Intercultural Interaction, Open space meetings, Sociology of Space, Duality of Space, Postcolonial theories of space, Third Space, Rational View of Space, Learning in Open spaces, Coaching, Defining and Concept, Difference between Mentoring and Coaching, What Coaching Can and Cannot do, Application, Creativity, Does one have to be in a 'Creative' job to be creative? Fear and Creativity, Innovation at work: Individual and Groups.

ODCL 15 Marketing Management:
Introduction to the course, Nature and scope of marketing, Developing marketing strategies and plans, Capturing Marketing Insights and Conducting Marketing Research, Marketing Decisions: Product strategies, Marketing Decisions: Developing Pricing Strategies, Marketing Decisions: Developing Place and Promotion Strategies , Concluding session

ODCL 16 Finance and Accounting Management:
Operational Definitions; Financial Objectives of Business; Stakeholders; Regulatory Framework; Costs and Benefits; Assets and Liabilities; Revenue, Expenses, and Inventories; Profit and Loss Account; Balance Sheet; Cash Flow Statement; Analysis and Interpretation of Financial Statements; Financial Ratios – Classifications and Calculations; Costing; Budgeting; Working Capital; Investors' Performance Measures; Accounting for Decision Making Process; Budgetary Control; Investment Appraisal.

ODCL 17 Facilitation: Theory and Practice:
Core Concepts in Facilitation, Facilitation: Types and Methods, Basic facilitation tools, Facilitating Meetings, Involving all Senses, Contracting, Client-Consultant Collabouration, Cross cultural and Diversity issues, Planning Process, Problem solving and Decision Making, Developing workable Relationships, Facilitating distributed Teams using technology, Reflective Journal Process, Facilitation Outdoor Learning, On-going Learning and maintenance.

ODCL OC 01 Employment Relations:
Introduction to Industrial Relations, Introduction to Industrial Relations, Labour Welfare, Workers Participation in Management, Employee Relations; Role of HR in Employee Relations, Employee Relations Process and Strategies, Trade Unions, Collective Bargaining, Industrial Conflicts and Disputes, Labour Laws, Employee Voice, Negotiating and Bargaining, Work and Employment – Labour Process Theory, Agency Theory,

Exchange Theory, Key Issues and Critical Challenges in Industrial Relations; Globalization and Industrial Relations - Its Emerging Trends.

ODCL OC 02 Coaching and Mentoring:
Fundamentals of Coaching and Mentoring, The Dominant Discourses of Coaching, Coaching Methodology, Basic Coaching Techniques, Coaching as a Processes, Common issues in coaching, Creating a coaching culture, Advanced Coaching, Technology-Assisted Coaching, The Effectiveness of Coaching, Researching Coaching, Designing a Mentoring programme, Ethics In Coaching.

ODCL 18 Strategy and Strategic Interventions:
Introduction to Strategic Management, Industry Analysis, Competitive Forces and Industry Value Chain, Industry Structure, Strategic Processes & Resource-Based View, Strategy & Structure, Strategy & OD, Strategic Interventions, Culture Change, Mergers & Acquisitions, Learning organisations, Whole systems Change.

ODCL 19 Techno structural interventions:
Types of Structures, High performance work systems, Management Tools and Techno-structural Interventions, Job design; Job enrichment and enhancement, Job evaluation, Strategy andBusiness model innovation, Restructuring, Rightsizing, Reengineering, Transaction management systems; Management information systems Decision Support Systems, Predictive Systems, Informal Structures: Social Networks, Socio-technical systems, Self-managed teams; Agile teams; Horizontal structures, Complexity and organisation structures.

ODCL 20 Business Analytics:
Overview of Analytics in Business, Data Visualization and storytelling, Data Integration, Data Modelling, Data Sharing and Collabouration, Qualitative data analysis using R Studio, Text Mining and Thematic Analysis, Prescriptive Analytics and Optimization techniques, Linear and Integer programmeming, Data ethics and integrity.

ODCL OC 01 Arts and OD:
Introductions and Context setting, Building blocks of the Arts: Senses and Play, Voice and individual development. Theatrical processing diagnosis and design, Metaphors, artistic imagination and psychological safety, Aesthetics, crafts and change management, Visual arts, drawing and colour in OD, Project brainstorming: Creative techniques and initiating change, Recap of earlier sessions, Discovering Inner Resources through Stories, Theatre and Group transformation, Poetry and Songsin Self Expression, Music and Rhythm in OD, Dance and Movement in OD, Social Presenting Theatre, Performances.

ODCLOC 02 OD and Innovation:
Innovation fundamentals, Innovation Process models, Domains of Innovation, Product innovation, Disruptive Innovation, Innovation Diffusion, Managing Risks in Innovation, Starups: Funding v/s Control, Startups: Product innovation v/s Business Model innovation, Decentralised Innovation in Large Firms: Competitions, Open Innovation, Stakeholder-driven innovation, Sustainability-driven innovation, Mid-line Innovation, Operations data and Innovation, Mid-line Innovation Operations data and Innovation, Management Innovation, Simulation.

ODCL OC 03 Diversity and Inclusion:
Diversity Management and the Theoretical Debate , Business case of Diversity Management, The study of stereotyping, prejudice, and discrimination within social psychology: A quick history of theory and research, Gender and the Psychology of Women, Sexism at workplace, Sexual orientation and workplace implications, Exploring predictors of and response to sexual harassment, Casteism, Age and Ageism, Generational Challenges, Disability and workplace challenges, Appearance and Weight based discrimination.

ODCL OC 04 Sales Management:
Introduction to Sales Management, Selling vs. Marketing, role of selling; Sales strategies; Sales Force Planning and Sizing, Developing the salesforce, Staffing the salesforce – role of recruitment and selection; sales training process; sales leadership model, power and influence strategies, Motivating and monitoring the sales force, Motivation and reward system management; designing sales compensation; salesforce effectiveness framework.

Fieldwork Organisations

Below are the Fieldwork organisations from the past three years:

ABG	ABG SeamEX	Adani Electricity	Adenza	Aon
Bosch	Bristlecone	Cipla	Crisil	Crompton
Cummins	DRL	Edelweiss	Ernst & Young	GE Healthcare
Glenmark	Godrej Properties	GSK	Henkel	Hero
Hero Cycles	Hikal	Hikal	Hindalco	Hindustan Colas
IIFL	IKS Healthcare	Indocount	ITC	Johnson & Johnson
JSW Paints	Kotak Bank	Kotak Life Insurance	L&T	L&T Hydrocarbon
L&T semiconductors technologies	L'Oréal	Landmark Group	Legrand	Liberty General Insurance
LTI Mindtree	Mahindra Auto	Mahindra Finance	Mahindra First Choice	Mahindra Group
Maruti Suzuki	Mercer	Mondelez International	Motilal Oswal	Nestle
Nippon	Novo Nordisk	Parle Agro	PayTM	People Vector Consulting
Pernod Ricard	Piramal	Razorpay	Reckitt	Royal Canin
Saint Gobain	Savills	Searce	Shell	Sterling & Wilson
Swiggy	Tata AMC	Tata Consumers	Tata International	Tata Motors
Tata Projects	Tata Steel	Tata Trent	Titan	TrueMeds

Ultratech	Usha Martin	Vodafone Idea	Yes Securities	Zee Entertainment

Job Placement Organisations

Below are the placement organisations from the last five years:

Aarti Industries Limited	AB InBev	Accenture	Accenture Strategy
Aditya Birla Group	Afcons	Afcons Infrastructure Limited	Alvarez & Marsal (A&M)
Amazon	Amdocs	Anand Group	Aon
Biocon	BMW	Bosch	Bristlecone
Capgemini Invent	Cognizant	Cognizant Consulting	Colgate-Palmolive
CRISIL	DCM Shriram	Deloitte	Dr. Reddy's
ElasticRun	Essel Propack (Essel Extrusionlaminate Packaging)	EY	Fidelity Investments
GE (General Electric)	Genpact	GMR	Great Place to Work
Hero	Infosys Consulting	ITC	JSW
Kotak Life	KPMG	L'Oréal	Landmark Group
Larsen & Toubro	Larsen & Toubro (L&T)	Lodha	Lodha Group
Lohia Group	Lowe's	LTI (Larsen & Toubro Infotech)	LTIMindtree
Mahindra First Choice	Mars	Maruti Suzuki	McKinsey & Company
Michael Page	Microsoft	Motilal Oswal	NTT Data
Nuvoco	Pernod Ricard	Persistent Systems	Pidilite
Procter & Gamble (P&G)	PwC	RBL Bank	Reckitt Benckiser
Samagra	Shell	Swiggy	Tata Consulting Engineers
Tata Digital	Tata Steel	Thermax	Trident
Truemeds	Ugam	UNIDO	Vodafone Idea (Vi)
Welspun World	Xto10X	Zepto	

Fee Structure

Components					
Fees		**Sem I**	**Sem II**	**Sem III**	**Sem IV**
FEE	Tuition Fee	1,87,000	1,87,000	1,87,000	1,87,000
	Examination Fee	1,000	1,000	1,000	1,000
CHARGES	Field Education / Internship / Experiential Learning Charges	6,000	6,000	6,000	6,000
	IT Charges	2,000	2,000	2,000	2,000
	Library Charges	1,500	1,500	1,500	1,500
	Other Charges(ID Card, Convocation & Misc.) *	2,500	0	0	0
FUNDS	Students' Competency Fund	0	0	0	0
	Lab / Studio Fund	0	0	0	0
	Development Fund	10,000	10,000	10,000	10,000
	Student Wellness & Welfare Fund*	500	500	500	500
	Alumni Fund *	0	500	0	0
	Health Care Fund*	2,000	0	2,000	0
DEPOSITS	Caution Deposits (Refundable at the time of exit from programme on submission of No Dues Certificate)	10,000	0		
	Semester wise Programme Fee	2,22,500	2,08,500	2,10,000	2,08,000
	Yearly Fees	4,31,000		4,18,000	
	Total Programme Fee	8,49,000			
Institute reserves the right to revise the Fee Structure of programmes if necessary.					
Expenses related to Practicum / Study tour / Rural field work / Urban field work/Winter Institute, if any, will have to be met by the students themselves at the time of the activity.					
No fee concession is available for self-finanaced programmes.					



*Students of MA ODCL batch 2023-2025 with Mr. MohdIlyas Akhtar, Head- HR, Rupeek



*Delegates interacting during the OD Conference ‘Transcendence’.

Master of Arts in Social Entrepreneurship

NAME OF THE PROGRAMME: Social Entrepreneurship	
FINAL DEGREE AWARDED: Master of Arts in Social Entrepreneurship	
SCHOOL: SMLS	CENTRE: Centre for Social Entrepreneurship
CAMPUS: Mumbai	
MODE: FULL TIME	
NHEQF LEVEL: 6.5	Total Credits: 82
DATE APPROVED BY BOS: 02-05-2025	
DATE APPROVED BY AC: 14-05-2025	

Vision Statement

The Centre for social entrepreneurship (CSE) was established in 2006. In the very next the Master of Arts in Social Entrepreneurship (MASE) programme was launched by the CSE in 2007, with the aim of creating a pool of 'social entrepreneurs', who can bring the desired positive changes in the society with innovation and entrepreneurial action. The vision is to develop entrepreneurial young talent and create a cadre of 'change makers', who can understand the society and the societal needs, and design processes to address these in sustainable ways. The programme also envisions to develop entrepreneurial mind-sets among young students, who are equipped with entrepreneurship knowledge and skills, and aim to adopt intrapreneurial approach in the existing organisations for social and/or environmental problem solving.

Introduction and Background

Being the first master programme of its kind, the programme has evolved over a period of time. Since 2010 the programme structure and content have been subjected to substantial revision every fifth year to keep it relevant to the dynamism of the world outside.

A major step in social enterprise creation, was, set up 'Incubation Centre' (IC) at the CSE in 2012, with initial support from the University Grants Commission to provide hand holding and support to the graduates of MASE programme. More than 47 social enterprises have been set up with the support of CSE-IC till June, 2019. Many of them have received the national and international awards and recognition. Later in the year 2022, it became a separate entity, and registered as 'TISS Incube Foundation' (TIF), a Section 8 Company.

Institute Innovation Council (IIC)– the initiative of MHRD, is also being facilitated by the CSE and TIF.

The MASE programme covers an overview of economics, polity and sociology, innovative problem solving, venture creation, business and organisational management, and leadership linking, with benefits to stakeholders. The programme curriculum blends cutting edge theory with field based experiential learnings to develop appropriate efficient, effective and economically sustainable entrepreneurial activities.

The MASE programme is primarily targeted toward developing entrepreneurial skills, with focus on solving social/environmental problem. The three major dimensions of MASE programme are: (i) Social Context, (ii) Entrepreneurship Skills and Process, and (iii) Management Tools. The programme design is based on the 'life cycle approach' of enterprise creation. i.e. creative phase, venture creation phase and growth phase. The core of the programme is 'social enterprise creation' with balanced decision focus on 'effectuation and causal' considering the phases of the enterprise. The entrepreneurial domain is based on 'effectual logic', whereas managerial domain is 'causal'.

The CSE maps the curriculum on skill building with hand-on experience for social enterprise design. A designed mix of all the three in each Semester meets the overall objectives of the programme. The semester-wise distribution is as follows:

Venture Life Cycle stage	**Semester & Field Work stage**	**programme Content Focus**			**Decision Focus**	
		Social Context	Entrepreneurship Process & Method	Management Tools	Effectuation	Causal
Understanding Context and Ideation on Problem	Semester I (in class)	High	High	Low	High	Low
	Semester II Rural Visit for one month	High	High	Low	High	Low
Designing Experiment for Social Problem Solving	Semester II (in class)	Moderate	High	High	High	Moderate
	Semester III Pilot Testing of Ventures for three months	High	High	Low	High	Low
Consolidation	Semester III (in class)	High	High	Low	High	Low

	Semester & Field Work stage	programme Content Focus			Decision Focus	
		Social Context	Entrepreneurship Process & Method	Management Tools	Effectuation	Causal
	Semester IV Field Visit for Research Data Collection	High	High	High	High	High
Venture Planning	Semester IV (in class)	High	High	High	High	High
Venture Start Up	Enter into the Incubation Centre & Financial and Non-Financial Support					

The MASE programme focuses on 'effectual logic' during the initial period, and gradually exposes the students to 'causal logic' at a later stage. The students will be allowed to understand and experience both, and take a creative decision to decide to adopt one or a mix of both.

Distinctive features of the curriculum are inductive pedagogy, blending classroom teaching and experiential learning through fieldwork, problem-solving assignments on social problems at individual and group levels, meeting and interacting with social and business entrepreneurs.

Graduates from this programme are supported to initiate social ventures and become social entrepreneurs, and find employment in a range of organisations working with people in securing employment, wealth and human security.

Programme Rationale and Context

The field of Social Entrepreneurship has already emerged as an alternate development paradigm, leveraging knowledge of business management and entrepreneurial skills to solve problems related to society and the environment. The major reasons for this evolution are failure or withdrawal of state, institutions and/or market to deliver the needed service to the citizen especially the poor and marginalized groups (Seelos & Mair, 2005). The gaps in the existing economic order are felt in the areas of extreme poverty and hunger, access to basic needs such as health, drinking water, sanitation, education and energy etc., which are

also the subjects of the UN Sustainable Development Goals (SDG). The need for contextually relevant models with higher level of efficiency is evident. Social Entrepreneurship as a discipline has provided new hope as well as developmental opportunity. Our Centre for Social Entrepreneurship (CSE) has already taken the lead role in the academic arena, which is also wide referred across the globe. CSE desires to play critical role in training professionals, who would either take leadership in solving social problems with the help of sustainable business models, or, play intrapreneurial role in the organisations to contribute towards solving social/environmental problems, and bringing positive social change. In this way, the Masters of Arts in Social Entrepreneurship (MASE) programme has been developing young entrepreneurial talent pool to become 'change agents.

Programme Objectives

The specific objectives of the Master of Arts in (Social Entrepreneurship) programme are:

- to develop individuals as entrepreneurs with a focus on social entrepreneurship
- to develop intrapreneurs with a focus on social/environmental problem solving
- to enable budding and practicing social entrepreneurs to solve social problems
- to create an environment for dialogue and discussion, and create the research base, for developing the knowledge domain in the emerging field of social entrepreneurship

Graduate Attributes and Programme Outcomes

- Understanding Social Problems, and Problem Mapping Skill: The students will be able to understand the deeper layers of the complex social problems. They will be skilled in doing problem mapping for better understanding of the social issues, and develop the 'Problem Map' to capture the complex social issues.
- Problem Solving Skill: The students will develop their capacity of social and environmental problem solving. They will be skilled in designing innovative business models of social problem solving, for providing sustainable solution.
- Entrepreneurship Knowledge and Skills: The students will gain entrepreneurship knowledge and develop its practice skills through practical experiences of lancing their own pilot ventures as part this programme. The students will learn to develop Business Plan.
- Entrepreneurial Venture Design: The students will be able to launch and operate their

own entrepreneurial ventures for social problem solving.

- Management Knowledge and skills: They students will be able to apply the management tools in their venture operation.
- Inrapreneurial Knowledge and Skills: The students will be able to apply their entrepreneurship knowledge and skills as intrapreneurs in the existing organisations.
- Research-related Skills: They will develop their capability to ask appropriate research questions, find sutaiable research methodology, develop proposal, use relevant quantitative and qualitative research methods to collect and analyse data, and write research report. They will be able to apply the research related skills in the venture creation process.
- Leadership Qualities: The students will develop leadership qualities. They will be able to build team, and mange and inspire them to achieve the organisational vision of social/environmental problem solving.
- Critical thinking: The students will develop ability to critically analyse things. They will be able to apply their critical thinking for analysing and evaluating evidence/data/information. Thet will be able to make arguments, claims, beliefs, decisions based, evaluate existing literature, practices and policies, and give suggestions based on the critical analysis of the empirical evidences.

Eligibility for M.A. in Social Entrepreneurship Programme

(i) Candidates should have successfully completed Bachelor's or Master's Degree of minimum of 3- or 4-years duration or its equivalent (under the 10+2+3 or 10+2+4, or, 10+2+2+1, year bridge course pattern of study or any other pattern fulfilling the mandatory requirements of 15 years formal education) from a university recognised by the University Grants Commission (UGC) of India.

(ii) At the time of applying candidates studying in 3-year degree programmes should have passed in all the subjects for the 1st to 4th semesters and candidates studying in 4-year degree programmes should have passed in all the subjects for the 1st to 6th semester.

(iii) Until a candidate submits their degree certificate and final mark/grade sheet as evidence of having successfully completed the eligibility criteria by the given date, the admission offered will remain provisional.

(iv) Eligibility, determined on the basis of information provided in the application, will be used for the final selection process.

Semester-wise Courses & distribution of Credits

Course Category as per NEP	Credits	Semester I	Semester II	Semester III	Semester IV
Core	(16-22) 28*	12	8	2	6
Electives	(2-6) 4		2		2
Value Added Courses	(30-90hrs) 30 hrs			30 hrs	
Indian Knowledge System	(4) 4	2	2		
Skill Enhancement	(4-10) 10	6	2		2
Internship / Field Work / Labs/ Capstone	(6-24) 24		6	18	
Dissertation/Project Research	(12-20) 12			2	10
Total Credits	**82**	**20**	**20**	**22**	**20**

***** *As all the core courses are required for developing entrepreneurial orientation and motivation, 28 credit core courses are included.*

Semester-Wise Listing of Courses and Other components

Semester	Course Category	Course Code	Course Title	Credit/s
I	Indian Knowledge System	IKS01	Business History of India	2
	Core Course (Multidisciplinary)	SE01	Entrepreneurship	2
	Core Course (Multidisciplinary)	SE02	Social Sector Perspectives and Social Entrepreneurship	2
	Core Course	SE03	Microeconomics	2
	Core Course	SE04	Macroeconomics	2
	Core Course	SE05	Introduction to Public Policy: Concepts, Theory and Practice	2
	Core Course (Multidisciplinary)	SE06	Sustainable Development	2
	Skill Enhancement	SE07	Quantitative Research Methodology	2
	Skill Enhancement	SE08	Qualitative Research Methodology	2
	Skill Enhancement	SE09	Basic Accounting and Costing	2
			Total – Semester I	**20**
II	Fieldwork (Community Engagement)	FW1	Field Work – 1 (Rural and Pre-Pilot Immersion)	6
	Indian Knowledge System	IKS02	Indian Handicrafts, Culture and Livelihoods	2
	Elective		Elective 1	2

	Course Category	Course Code	Course Title	Credit/s
	Core Course (Multidisciplinary)	SE10	Marketing Management for Social Ventures	2
	Core Course	SE11	Financial Management for Social Ventures	2
	Core Course (Multidisciplinary)	SE12	Supply Chain Management	2
	Core Course (Multidisciplinary)	SE13	Social Marketing	2
	Skill Enhancement	SE14	Venture Design and Field Work (Pilot) Preparation	2
			Total – Semester II	**20**
			Total – Year 1	**40**
	Fieldwork (Community Engagement)	FW2	Field Work – 2 (Pilot Social Enterprise)	18
III	Core Course (Multidisciplinary)	SE 15	Strategic Venture Design and Resource Management	2
	Research Project	SE16	Research Design for Dissertation	2
	Value Added Course* (non-credit)		Emotional Intelligence and Work Place Success	30 hours
			Total – Semester III	**22**
	Research Project	FW3	Fieldwork – 3 (Research Data Collection)	6
IV	Elective		Elective 2	2
	Core Course	SE17	Social Impact Assessment	2
	Core Course (Multidisciplinary)	SE18	Management of Technology in Social Ventures	2
	Core Course	SE19	Legal Framework for Social Ventures	2
	Skill Enhancement	SE20	Venture Plan	2
	Research Project		Research Dissertation	4
			Total – Semester IV	**20**
			Total – Year 2	**42**
			GRAND TOTAL	**82**

List of Elective Courses offered by the CSE to MASE Students

II SEM (Students will choose one elective from this basket.)	Introduction to Value Chain	2
	Data-Based Decision-Making	2
	Other courses offered by different Centres/Schools at TISS such as 'Sustainable Development Goals (SDGs) Analytics' etc.	2

IV SEM (Students will choose one elective from this basket.)	ESG and Sustainability Reporting	2
	Introduction to Microfinance	2
	Other courses offered by different Centres/Schools at TISS	2

Note: Elective will be offered for a minimum of five students or more.

List of Elective Courses offered by the CSE to the Students of other programmes

II SEM	Social Value Creation and Social Innovation	2

Note: Elective will be offered for a minimum of five students or more.

Courses in the Programme

IKS01: Business History of India
The course covers the history of the Indian Business in Ancient period till Independence. It is important to study the Indian businesses during the colonial period. The collabouration and conflict between the Indian Entrepreneurs and business groups and Colonial State first and later with Independent India State created a complex relation in the domestic and international contexts. The core objective of this course is to highlight the strategic decision taken by the Indian entrepreneurs and business groups in response to changing business context.

SE01: Entrepreneurship
The Course would provide opportunity to the students to deduct the entrepreneurial decision logic namely effectual and causal logics while considering primary stakeholder for value creation. The students would engage in experiential and reflective learning for decision making and enterprise process design. The learning from the course will be beneficial to the potential entrepreneurs intending to start their own enterprises or for those who desire to become entrepreneurial managers.

SE02: Social Sector Perspectives and Social Entrepreneurship
The focus of this course is to, first, orient the students about the society, social problems, developmental issues, and theoretical perspectives. They will learn Sociological theories, such as Functionalism, Marxism, Symbolic Interactionism, Phenomenology, and Ethnomethodology. They will also learn theoretical perspectives on Education, Health, Social Exclusion and Inclusion. The course will, then, introduce them about social entrepreneurship, social value, social change, social capital, role of individual as change maker, and social enterprise models.

SE03: Microeconomics

The course on Microeconomics will focus on behavioural aspect of the consumer, operation of firm and market so that student of Social Entrepreneurship can learn concepts, apply during identification of problems and venture formation.

To become a social entrepreneur, the students need to know the economic choices of the customers and if they will deal with the marginalised section, concepts such as demand, supply, elasticity will help them. It provides understanding about the production and costs theory which any firm owner in the industry needs to know. The course also provides the understanding of different market structure including platform economy and it will discuss about the uncertainty and risk. The knowledge of market will help the social entrepreneurship students to identify the market structure for their enterprise.

SE04: Macroeconomics

The discipline of Macroeconomics focuses on the aggregate behaviour of the economy. It deals with the macro variables such as national income, employment, aggregate demand in terms of investment, consumption and exports and imports etc. It also looks at the overall level of prices and inflation rate. It also deals with fiscal policies and monetary policies of a nation. The knowledge about these policies will help social entrepreneurship students to identify the entrepreneurial solutions to address the social problems.

SE05: Introduction to Public Policy: Concepts, Theories and Practice

Entrepreneurship and social innovations require government and policy support for acceptance as well as greater diffusion in the society through a range of institutions. Thus, understanding of public policy process becomes highly relevant for the students of Social Entrepreneurship (SE). In order to prepare the students for better understanding of public policy process and implementation, this course would offer foundational understanding of different conceptual, theoretical, institutional, and practical dimensions of public policies and governance to the students.

SE06: Sustainable Development

This course is designed to provide an in-depth understanding of the current development challenges and the emerging models in sustainability practices across government and business enterprises. The course will also discuss how social entrepreneurs, businesses, and government are addressing social problems with innovation and entrepreneurial approach and making development more inclusive and sustainable.

SE07: Quantitative Research Methodology

It is a preparatory course in Quantitative Techniques and their applications in Research. It can develop an understanding and working knowledge of quantitative techniques and applications. The course includes the study of data management, descriptive statistics, and inferential statistics, including select multivariate data analysis techniques.

SE08: Qualitative Research Methodology

This course, first, provides information about the philosophical foundations of the research. This helps the students to understand the applicability of Qualitative Research Methodology, and also Quantitative Research Methodology, for the specific research questions and objectives. Further, the course focuses on qualitative research, and deals with

several important aspects related to it, such as sampling techniques and sample size in qualitative research, gatekeeper approach of participants selection, five approaches of qualitative research, qualitative methods of data collation, analysis methods, reliability, validity, research ethics, and writing the report.

SE09: Basic Accounting and Costing

This is an introductory course to educate the student on the basics of financial accounting and costing. Financial accounting is an integral part of any business activity. The student is made aware of the process of financial accounting, its terminologies and outcomes. Costing is essential to understand how business looks at the financial information and costs. The student is exposed to how costs are calculated and the information used for making business decisions.

FW1: Field Work – 1 (Rural and Pre-Pilot Immersion)

The objective of this fieldwork is to get immersed in the problem context and discover how social entrepreneurship works in that context. The immersion is organised in three spells. In the first spell, the students spend two weeks in a social entrepreneurial venture in the semi urban or urban context. In the second spell, the students visit a social entrepreneurial venture in the rural/tribal context. During their stay and interaction, they are expected to understand the world-view of the community members, problem context, and also learn how social problems are addressed through “innovation and entrepreneurial action”.

IKS02: Indian Handicrafts, Culture and Livelihoods

This course introduces the historical background of the Handicrafts of India. Starting from clarifying the conceptual issues, it focuses on various craft categories and communities in India. It throws light on both the aspects of craft production and consumption. In doing so, it highlights the various challenges faced by this sector, and focuses on sustaining and revival of these handicrafts to preserve the cultural heritage of India and also to safeguard the livelihoods of the artisans.

SE10: Marketing Management for Social Ventures

This course will introduce students to the fundamentals of marketing, focusing on creating and delivering value to consumers. It would emphasize the importance of customer orientation, market analysis, and identifying opportunities. It would expose students to buyer behaviour and demonstrate to them how product, pricing, distribution, and promotion decisions are interconnected.

SE11: Financial Management for Social Ventures

This is an introductory course to sensitize the student to the significance of finance and how finance is an outcome of various decisions and actions and not the starting point. It provides an overview of how the idea implementation, operations and strategy are supported by finance and financial management to create value of the venture and how the financier examines it for funding as a grant, debt or equity investment.

SE12: Supply Chain Management

Social entrepreneurs create and manage ventures to engage in manufacturing, service or a mix of manufacturing and services related activities for the target group of people and the

markets. Process management is one of the important functions of such ventures. Efficient product and/or service delivery largely depends on process design and implementation with the help of a committed team. Social, economic and environmental change is desired by adoption of technology without discrimination. As providers of the products and services or enablers social ventures need to understand the linkage between their technological capabilities, social needs and the market place. This course will provide the students the knowledge and skills for design and supply chain, technology and project management.

SE13: Social Marketing
This course provides a theoretical as well as applied perspective on the application of marketing principles and techniques to social causes and campaigns. The traditional theoretical framework of marketing is broadened to create, communicate, and deliver value to influence target audience behaviours that benefit society as well as the target audience in the areas such as road safety, sanitation, public health, education, environment and sustainable lifestyles. The focus of the course is on voluntary behaviour change for creating and enhancing social good.

SE 14: Venture Design and Field Work (Pilot) Preparation
Venture Plan design is the first step towards enterprise design. Venture design essentially starts with immersion for understanding 'problem' the entrepreneur desire to solve using entrepreneurial method. Immersion with the context and deep engagement with the stakeholders associated with the problem are critical aspects of the venture design process. The Course complements the activities carried out during the Field Immersion immediately after the Semester I and also draws upon the learning from the Course – SE 01 (Entrepreneurship) being taught during the Semester. The Course also prepares students to initiate their Pilot Venture of the Second Field Work during the Semester II.

FW2: Field Work – 2 (Pilot Social Enterprise)
The objective of pilot is to test the feasibility of venture idea through experiential learning. During the pilot, students engage with key stakeholders, understand the problem context and conduct experiments and discover what works well to solve the problem in that context. Prior to the fieldwork, students develop a first cut venture design to be implemented during the fieldwork.

SE15: Strategic Venture Design and Resource Management
Strategy is about finding unique ways to manage an organisation. Organisations operate in dynamic environment which regularly challenges the systems and practices. Changes in the external environment significantly affect the performance. Organisations which are sensitive to political, social, economic and technological changes always stay ahead and perform better. They find critical resources, processes and other capabilities which provide them the strength to remain effective, also the leadership pays great attention to refine and nurture them. While remaining alert to the externalities, they also search for newer and better methods and resources. Continuous search, learning and adoption make these organisations different. The Course will deal with the creative process of strategic thinking and strategic management in an organisational context.

SE16: Research Design for Dissertation
Research aims at knowledge creation. Research also helps in testing or verifying existing knowledge and modifying the same. Research assumes crucial role in an emerging field

such as social entrepreneurship. Because new knowledge is established from practice as well as research. In this context, understanding the research process and developing skills to execute scientific research is a valuable skill for learners and practitioners of social entrepreneurship. This will become handy, when the students are trained on methods and tools for design and execution of scientific research. This course is designed with this purpose. The students will learn how to design and execute research projects.

FW3: Field Work – 3 (Research Data Collection)
The objective this fieldwork is to provide exposure on data collection through primary and secondary sources and develop the ability to draw inferences from the field data. Prior to this fieldwork, students do critically review the existing literature, identify the research gaps, formulate research questions and objectives, and complete their research proposal and also develop tools for data collection under the guidance of research guide.

SE17: Social Impact Assessment
This course is designed to provide the participants with the tools, methodologies and frameworks for social impact assessment. In today's context, social entrepreneurship is emerging as a powerful tool for bringing societal change. It is important that in order to drive the desired social change, the social entrepreneurs need to demonstrate the impact of their activities in clear and quantifiable manner. This is where Social Impact Assessment becomes critical. This course will introduce the participants how to assess the effectiveness of social initiatives, stakeholder engagements, and the challenges of quantifying the social impact and the evolving nature of impact measurement in social entrepreneurship. Through this process the participants will be able to integrate impact assessment into their entrepreneurial ventures and contributing to long-term social change.

SE18: Management of Technology in Social Ventures
Technology and innovation play significant role in social enterprise though there has been continuous debate on deployment of technology as anti-people. economic growth of countries. Of late it has been accepted that technology has changed fundamental methods of social change creating social impact. People from all every stratum of society use technology and need to have equal access to technology. Social Entrepreneurs need to scan the technology environment, identify and select technology for impact. Technology and innovation together create positive change in sectors like health, education and livelihood. Adoption of technology also depends on the culture and the country which contribute to ethnicity, religion, gender and socialization. The propose course will provide overall view on the technology landscape to develop appreciation and the necessary insights on identification and application of technology in social enterprise.

SE19: Legal Framework for Social Ventures
The course of Legal Frame work focuses on the important laws applicable to social ventures in India with a global outlook.
There has been a gradual and steady change towards social enterprise ecosystem in the past decade. Aspects such as Sustainable Development Goals (SDG) has become a global standard to measure. While India is still evolving in standardizing the social enterprise identification such as B-Corp certification, there is a movement towards sustainable businesses that can generate profits to its stakeholders but at the same time doing social good. The ease of doing business in recent time in India has improved but it is still too complex to support entrepreneurism. Social entrepreneurship is further complicated due to lack of main stream investment and evolving business models in the segment.

Microfinance institutions (MFIs) successfully demonstrated the power to gender focused investment and returns to the stakeholders. However, early-stage social entrepreneurs have a dilemma to balancing profits with their mission of doing social good. Certain social impact business models are only suitable for a non-profit structure but increasingly social entrepreneurs have found success in using a for-profit structure that is still aligned with social impact at large. With United Nations coming up with clear guidelines for SDF and ESG goals and macro aware across geography, there is a positive impetus towards social enterprises, their growth and need for their scalability.

SE20: Venture Plan
This course will in continuation to SE14: Venture Design and Field Work (Pilot) Preparation, and will further the venture idea with good amount of field experience. The purpose of this course is to prepare the students to develop professional approach towards social venture or social start-up creation. They need to plan to address the ultimate goal of 'sustainable development'. Having understood the problem and validated the assumptions, the students will prepare detailed venture plan to be implemented after graduation. While doing so the students are also expected to reflect on the learning from the entire programme.

Research Dissertation
The students need to produce a dissertation based on primary research. For this, the students work on a research topic that is closely related to their pilot venture under the guidance of a Faculty as 'Research Guide'. The work involves critical review of literature, identification of research gaps, formulation of research questions and objectives, development of research proposal and development of tools for data collection in the third semester. In the beginning of the fourth semester, the students undergo one month fieldwork for data collection. After data collection, the students constantly work under the guidance of the Research Guide, process the collected data, analyse the data, and write the research report in the fourth semester.

Introduction to Microfinance (Elective-1)
The focus of this course is to orient the students about the social and developmental problems addressed by microfinance and development theories which are the backbone of the concept of microfinance. Students will learn the problems of credit market, Group lending, peer monitoring, Green Microfinance and other aspects of microfinance.

Introduction to Value Chain (Elective-1)
This course will introduce the participants the key concepts in value chains and value chain development. The participants will also be exposed to a wide range of tools and techniques for value chain analysis and design of value chain interventions. The participants will learn how value chain is configured, value chain actors and their roles, power relations in value chain and how the power relations hinder or facilitate the value chain participation and upgrading (both social and economic) opportunities in value chain. The focus of the course would be on small scale producers especially in the informal sector and their integration into mainstream market. This course will also help the participants to understand the social and economic upgrading as part of participation in local/global value chain.

Data-Based Decision-Making (Elective-1)
Decisions based on the data are valued in social or commercial settings. It is considered an essential skill. Data-based decision-making is collecting, understanding, and analysing

different types of data. Regardless of their domain specializations, today's workforce must understand the data and its analysis to make the decisions. In today's scenario, where different domains of knowledge are becoming mutually inclusive, it is not only the workforce from the technical domain that would be involved in understanding and using the data only due to their technical expertise. The workforce, in general, should understand the nature of data-based decision-making by using the tools and techniques to extract information from the data and employ it as actionable knowledge.

ESG and Sustainability Reporting (Elective-2)
This course is intended to make the participants understand the sustainability practices, disclosure practices, key material impact areas of organisations and its impact on long-term value creation of businesses.

Emotional Intelligence And Workplace Success
This course is in line with developing professionals and people who will be well equipped with interpersonal and intra personal competencies to work with sensitivity and compassion. The course has emerged out of the efforts by the course faculty who has been intensely engaged, for the past 15 years, with bureaucrats (IFS and IPS officers), Modules for the probationers for GNFA (Indira Gandhi National Forest Academy) Dehradun, CISF officials, Researchers from ATREE, Bangalore, LL.M students Development Professionals, educators, social workers etc.

Social Value Creation & Social Innovation
Through this course on 'Social Value Creation and Social Innovation', students will learn about the concepts of social value, social change, social entrepreneurship, and social innovation. They will also learn entrepreneurship, principles of effectuation, and how effectuation can be used as a method of social change. This course will look at the concept of (social) entrepreneur as an individual, entrepreneurship/social entrepreneurship as a process of social value creation from skill perspective, and social innovation as a method, which can be used anywhere in the process if social value creation. The course will not address entrepreneurial traits, and lay a foundation on learning skills for entrepreneurship. This course will offer experiential and reflective learning opportunities for decision making, useful in the process of social value creation.

Field & Job placement organisations

The students of MASE go to the below two organisations for fieldwork:

- Snehalaya, Ahmednagar (Maharashtra)
- Shivganga Samagra Gramvikas Parishad Gram, Jhabua (Madhya Pradesh)

The organisations for job placements are as below:

Nirmaan.org	Social Alpha	Tata Power
Intellcap	Swades Foundation	EY
Unity	Letsendorse	NuSocia
AKDN	Bajaj	Wadhwani Foundation
Bajaj Auto	Navchetna	IIFL Home Loans

Piramal Foundation	CMS	Deloitte
Tata Power	PwC	Crisil
Jai Kisan	Arz	CMS
Anand Rathi Financial Services Ltd		

Fee Structure

Components					
Fees		Sem I	Sem II	Sem III	Sem IV
FEE	Tuition Fee	16,000	16,000	16,000	16,000
	Examination Fee	1,000	1,000	1,000	1,000
CHARGES	Field Education / Internship / Experiential Learning Charges	6,000	6,000	6,000	6,000
	IT Charges	2,000	2,000	2,000	2,000
	Library Charges	1,500	1,500	1,500	1,500
	Other Charges(ID Card, Convocation & Misc.) *	2,500	0	0	0
FUNDS	Students' Competency Fund	0	0	0	0
	Lab / Studio Fund	0	0	0	0
	Development Fund	10,000	0	10,000	0
	Student Wellness & Welfare Fund*	500	500	500	500
	Alumni Fund *	0	500	0	0
	Health Care Fund*	2,000	0	2,000	0
DEPOSITS	Caution Deposits (Refundable at the time of exit from programme on submission of No Dues Certificate)	10,000	0		
	Semester wise Programme Fee	51,500	27,500	39,000	27,000
	Yearly Fees	79,000		66,000	
	Total Programme Fee	1,45,000			
Institute reserves the right to revise the Fee Structure of programmes if necessary.					
Expenses related to Practicum / Study tour / Rural field work / Urban field work/Winter Institute, if any, will have to be met by the students themselves at the time of the activity.					
No fee concession is available for self-finanaced programmes.					



*Teachers' Day Celebration at the CSE

Master of Arts/Master of Science in Analytics

NAME OF THE PROGRAMME: Analytics	
FINAL DEGREE AWARDED: Master of Arts/Master of Science in Analytics	
SCHOOL: SMLS	CENTRE: Labour Market Research Facility
CAMPUS: Mumbai	
MODE: FULL TIME	
NHEQF LEVEL: 6.5	Total Credits: 80
DATE APPROVED BY BOS: 02-05-2025	
DATE APPROVED BY AC: 14-05-2025	

Summary of the programme

In the context of growing application of digital technologies, analytics generates exciting career opportunities. This segment of the job market is likely to grow exponentially. What is more exciting is that it plays a pivotal role in the creation of knowledge about sustainable development. Being a multi-disciplinary research ecology, the SMLS provides learners more inclusive opportunities in Analytics.

In January 2018, the School launched an Executive Post Graduate Diploma in Analytics (EPGDA). While the EPGDA caters to the learning needs of working professionals, there is a need for a full-fledged post-graduate programme in Analytics. The M.A./M.Sc. programme in Analytics will be distinct from the learning programmes in analytics offered by other institutions.

This programme is distinct from conventional learning programmes in analytics since it captures both policy and technological aspects of analytics. This course is an interesting blend of Interactive & experiential learning. In brief, it covers.

- Visualise and Analyse the Big Data;
- Grounded Learning on the Philosophy of Analytics and Predictive Modelling;
- Applying the analytics to the context of Sustainable Development Goal (SDG);
- Collabourative Live Analytics projects with Industry and Civil Society Organisations;
- Bench-marking with Global Learning Standards in Analytics;

- Modelling the Economy, Business, Organisations, Society, and Environment;
- Transforming Ideas into Data Products;
- Human Dimension of Data and Technologies; and
- Interactive Learning through regular series of seminars and workshops.

The programme is coordinated by the Labour Market Research Facility (LMRF) at the School, which is think tank that specialises in macro and micro labour market, assessment of sustainable development goals, household sample surveys, working and living condition surveys and macro labour market analysis. This team has won some of the prestigious global research grants, and has created exemplary capabilities in extraction and analysis of large sample micro data.

Programme Objectives

- Develop Advanced Analytical Skills: Equip students with cutting-edge analytical tools and techniques to evaluate and solve complex sustainability challenges critically.
- Foster Multi-Dimensional Understanding: Promote a deep comprehension of how environmental, developmental, scientific, technological, and justice-related issues intersect and influence each other.
- Enhance Research Competence: Encourage rigorous research skills to develop innovative and practical solutions contributing to sustainable development and social justice.
- Integrate Analytics with Sustainability: Blend analytical methodologies with sustainability concepts to address dynamic challenges at both local and global levels.
- Promote Innovative Problem-Solving: Inspire students to think creatively and develop innovative approaches to applying analytics in solving sustainability issues.
- Engage in Interdisciplinary Learning: Implement a multidisciplinary teaching approach that combines perspectives from various fields, providing a holistic education on sustainability and analytics.
- Cultivate Global and Local Perspectives: Encourage students to analyse sustainability challenges from both global and local perspectives, appreciating their unique and interconnected nature.
- Develop Ethical Leadership: Instill a strong sense of ethical responsibility and leadership in students, motivating them to advocate for and implement sustainable and just practices in their professional lives.

Programme Outcomes

- Proficiency in Analytical Tools and Techniques: Graduates will use advanced analytical tools and methodologies to critically assess and address complex sustainability challenges, ensuring they can provide data-driven solutions in various professional contexts.
- Interdisciplinary and Holistic Perspective: Graduates will possess a deep, multidisciplinary understanding of the connections between environmental, developmental, scientific, technological, and justice-related issues, enabling them to approach sustainability challenges from a comprehensive and integrated viewpoint.
- Research Excellence and Innovation: Graduates will demonstrate outstanding research capabilities, contributing to developing innovative solutions that promote sustainable development and social justice. They will be skilled in designing and conducting research projects that address real-world problems.
- Global and Local Contextual Understanding: Graduates will be adept at analysing sustainability challenges from both global and local perspectives, understanding their unique and interconnected nature. This will enable them to develop and implement contextually relevant and impactful solutions.
- Enhanced Employability in Analytics: Graduates will be highly employable in analytics and equipped with the skills and knowledge to excel in various roles such as data analysts, sustainability consultants, research analysts, and policy advisors. Their ability to integrate analytics with sustainability principles will make them valuable assets in organisations committed to sustainable practices.

Semester-wise Courses & distribution of Credits

Course Categories	**Semester**				**Total**
	I	**II**	**III**	**IV**	
Basic Course: Multi-Disciplinary	10	6	12	2	30
Internship			4	6	10
Field Work		4			4
Skill based Course	8	4			12
Research-Based Course			4	8	12
Thematic Course (Electives)		6			6
Community Engagement-Related Courses				4	4
Value Added Course		*			
Indian Knowledge System	2				2
Total	**20**	**20**	**20**	**20**	**80**

**The course will be taught in the second semester for 30 hours*

Semester-wise Listing of Courses and Other components

S No	Course	Credits	Course Type
Semester I			
1	Social Network Analysis and Organisations	2	Basic Course: Multi Disciplinary
2	Mathematics for Analytics	4	Basic Course: Multi Disciplinary
3	Statistics for Analytics	4	Basic Course: Multi Disciplinary
4	Introduction to Tools for Data Analysis & Visualization	2	Skill based Course
5	Introduction to Computational Tools	4	Skill based Course
6	Introduction to GIS and Spatial Analytics	2	Skill based Course
7	Ancient Business Models	2	IKS
Semester II			
8	Disciplinary Elective (HR Analytics, Financial Analytics, SDG Analytics, Digital Marketing, Applied Game Theory, Health Analytics): Any Three	6	Thematic Course (Electives)
9	Data Science & Database Management	4	Skill based Course
10	Introduction to Micro Macro Data	2	Basic Course: Multi Disciplinary
11	Perspectives on Science, Technology and Society		Value Added Course
12	Multivariate Predictive Analysis I	4	Basic Course: Multi Disciplinary
13	Field Work	4	Internship (12 weeks)
Semester III			
14	Multivariate Predictive Analysis II	2	Basic Course:
15	Introduction to Machine Learning	4	Multi Disciplinary
16	Bayesian Statistics	2	Basic Course:
17	Dissertation Stage 1: Introduction to Research Methods and Designs	4	Research Based Course
18	Natural Language Processing	4	Basic Course:
19	Internship	4	Multi Disciplinary
Semester IV			
20	Data Ethics	2	Basic Course:
21	Rural Immersion	4	Community Engagement Related Courses

S No	Course	Credits	Course Type
22	Dissertation Stage II: Analytics and Thesis Submission	8	Research Based Course
23	Internship	6	Internship and Fieldwork

Courses in the Programme

A 01 Mathematics for Analytics:

Philosophy of Mathematical Models, Understanding data: numbers and strings, Basic algebraic operations, Set theory, logics and their applications, Basics mathematical functions: Equations and graphs, Limits, continuity, Differential Calculus and Integration, Differential and Difference Equations, Basics of Optimization of equality functions, An overview of optimization of inequality functions, Matrix Algebra, Mini Project on foundation of mathematics for analytics

A 02 Statistics for Analytics:
Data structures, Sampling and Error, Descriptive Statistics, Probability, Probability Distribution, Inferential Statistics and Hypothesis testing, Student Project

A 03 Introduction to Tools for Data Analysis & Visualisation:
Advanced Excel and Visual Basics, Tableau and Power Bi as visualization platforms, Mini Project

A 04 Introduction to Computational Tools:
Python basics: interface and writing basic scripts, Python dictionaries: an introduction to NumPy, SciPy, matplotlib, and pandas, Logic, control flow, filtering, and loops in python, Introduction to database in python, Manipulating data frames in python
Data visualization in python, Statistical analysis in python, Introducing R : What it is and how to get it, guide to notation, inputting data, Data : Descriptive statistics and tabulation, Introduction to Graphical Analysis, Matrix Algebra: Vectors and matrices, the rank of matrices, determinants, inverse, eigenanalysis of real symmetric matrices, matrix calculus

A 05 Introduction to GIS and Spatial Analytics:
An overview of GIS- introduction to QGIS, Map making principles and basic cartography,Spatial data properties and data manipulation, Vector based spatial data analysis, Raster data models and their application in spatial analysis, Spatial data editing and map creation, Geoprocessing, Open source and Web GIS applications.

AO 1 Financial Analytics:
Introduction to Applied Economics for Finance and Financial Data: Uncertainty, Portfolio Theory, Index Models, CAPM and APT, Fixed Income Securities,Volatility: Data, Models and Risk,Econometrics of Volatility: Likelihood Assessment, Stochastic Process,

Asset,Pricing and Spline GARCH,Modelling and Forecast of Financial Data, Time Series Forecasting, Extreme Value Distribution
Copula and Tail Dependence,Technical Analysis and Efficient Markets Hypothesis,Overview of Numerical Methods in Finance with Introduction to Financial Instruments (Derivatives, Options, Swaps)

AO 2 Human Resource Analytics:
Role of Data in Human Resources,Defining of HR analytics and Problems in HR,HR Data Acquisition and Management
Understanding organisational system: Appraisals, Labour Issues, Time and Budgetary Allocations, Workforce Analytics
Toolkits for HR Analytics (Dashboard, Tableau, Excel, Power BI), Predictive Analytics in HR (Process led Design, transition management, impact analysis, communications), Real Time HR Analytics

AO 3 Sustainable Development Goals (SDGs) Analytics:
Concept of Sustainability and its philosophy and evolution, History and Process of SDGs-Previous, 17 Goals, 169 Targets and 231 Indicators, SDG Global indicator framework, SDG Monitoring (International and National Levels), SDGs working structures, UNDP _UNSDS, other vital offices, Voluntary National Report_ India SDG Report-NITI Aayog.
Analytics and Methodological considerations in SDGs: UNSD Database on SDGs, SDG Dashboards, SDG Monitoring, Methodology of Index creation, Interpreting SDG Index and distance maps, Big Data possibilities for SDGs
Localisation of SDGs: SDGs to the micro situation –developing SDG targets and indicators for local context from Global Indicator Framework, mapping SDGs in organisations and communities, developing monitoring frameworks for SDG reporting, Contextualising SDGs in our daily life.

AO 4 Digital Marketing:
The context of digital marketing: Connected Customers , Digital Subcultures, Traditional to Digital Marketing
Marketing in the Digital Economy: New Customer Path (Aware, Appeal, Ask, Act, Advocate)
Performance: Purchase Action Ratio, Brand Advocacy Ratio Channel, Brand, Sales and Service:
Typology and Practices Brands as Friends: Digital Anthropology (Social Listening, Netnography, Emphatic Research), Human Centric Brands
Content Marketing: Goal Setting, Audience Mapping, Ideation and Planning, Content Creation, Distribution, Amplification, Marketing Evaluation, Marketing Improvement
Integrating Traditional and Digital Media: Omnichannel Marketing, Webrooming, Role of Analytics
Search Engine Optimisation (SEO): History, Exploring SEO strategy, Content, Mobile, Location, Penalisation

AO 5 Applied Game Theory
Introduction: Games in Normal Form: Beliefs and Best Responses, Dominant and Dominated Strategies, Mixed Strategies, Nash Equilibrium, Prisoner's Dilemma, Two Person Zero- Sum games
Games in Extensive Form: Backward Induction, Credibility and Subgame Perfection, Repeated Games, Other Applications

Games of Incomplete Information: Bayes-Nash equilibrium, Auctions, Signaling Games
Applications: Sustainability, Cooperation, Justice, Understanding of Markets

A 05 Data Science & Database Management:
Law of large numbers, Multidimensional Layers of Data: Cross Section, Time Series, Panel, Data Preprocessing, Cleaning and Reduction, Stationarity in Data, Network and Spatial Data, Introduction to Database, Database Management, Concept of Relational Database (Relation, Attributes, Constraint), Querying Database (Filtering, Merging, Data Search, Structured Query Language). Database Model Design (Entity-Relationship Modelling), Data Storage (High Level and Low Level), Accessing and Merging Records across Database, Structuring of Database by removing redundancies (unstructured to structured), Query Optimization and Transactions Management,Lab Based Application

A 06 Multivariate Predictive Analysis I:
Nature and Data in Predictive Analysis, Regression: Basic Ideas, Problem of Estimation and CNLRM, Two variable regression (Interval Estimation and Hypothesis Testing), Extension of two variable regression and multiple regression, Dummy Variable Regression, Relaxing assumptions of CNLRM (Multicollinearity, Heteroscedasticity and Autocorrelation), Econometric Modelling (Specification and testing) Introduction to Panel Data, Fixed and Random Effects, Revisiting CNLRM in Panel Data

A 07 Multivariate Predictive Analysis II:
Dynamic Panel Data Models, Non Linear Regression Models and concept of ML,Qualitative Response Regression Models LPM
Logit and Probit Models, Tobit and Beta Regression, Multinomial and Multivariate Modelling, Modelling Count Data: Poisson Regression, Negative Binomial and Ordinal Regression, Simultaneous Equation Modelling (Nature and Identification)
Simultaneous Equation Methods (ILS, 2SLS, 3SLS, IV), Autoregressive and Distributive Lag models, Time Series Econometrics: Concepts, Time Series Econometrics: Forecasting

A 08 Introduction to Machine Learning:
An overview of essential mathematics for machine learning, Regression approaches in machine learning Statistical learning theory: binary classification, Classification and decision tree, Clustering algorithms (k-means clustering, hierarchical clustering), Data pre-processing and dimensionality reduction-factor analysis, principle component analysis
Introduction to Supervised learning, Application of Random forest, support vector machine, K-nearest neighbour
Approaches: Model selection- bootstrapping and their applications, Semi-supervised machine learning algorithms
Introduction to information theory and its application

A 09 Bayesian Statistics:
Philosophical Discussion on Bayesian Approach: Belief, Exchangeability, Representation and Conditional Probability
Basics: Bayes Theorem, Prior Beliefs, Updating Prior with Data, Posterior Beliefs, Bayesian Decision and Point Estimation
Bayesian Inference and Credible Sets, Model Performance and best fits, Bayesian Analysis using Simulation: Direct Sampling and Importance Sampling, Sample Generation Using Bayesian Approaches: MCMC, Computing Marginal Likelihood, Model Comparision and

Specification, Applications of Bayesian Models: GLR, VA, State-Space, Non Linear Models

ADS 01: Dissertation Stage I: Introduction to Research Methods & Design

Basic Understanding on Nature and Process of Research : Definition and characteristics of research, The scientific method and research process, The role and significance of research in various fields, Fundamentals of Types of Research.

Quantitative Research: Definition and characteristics of quantitative research,Key methods: surveys, experiments, and secondary data analysis,Introduction to statistical analysis

Qualitative Research: Definition and characteristics of qualitative research, Key methods: interviews, focus groups, and ethnography, Data collection and analysis techniques

Mixed Methods Research: Definition and characteristics of mixed methods research, Integration of quantitative and qualitative data, Designing a mixed methods study

Identification of Research Problem:Understanding the importance of research problems, Techniques for identifying research problems, Evaluating the significance and feasibility of research problems, Problem Identification/Conceptual Note, Developing a clear and concise conceptual note, Justifying the research problem, Formulating research questions and objectives

A 10 Natural Language Processing:

Introduction: Origins and challenges of NLP – Language Modelling: Grammar-based LM, Statistical LM – Regular Expressions, Finite-State Automata – English Morphology, Transducers for lexicon and rules, Tokenization, Detecting and Correcting Spelling Errors, Minimum Edit Distance, Fundamental of Speech Processing.

Word Level Analysis: Unsmoothed N-grams, Evaluating N-grams, Smoothing, Interpolation and Backoff – Word Classes, Part-of-Speech Tagging, Rule-based, Stochastic and Transformation-based tagging, Issues in PoS tagging – Hidden Markov and Maximum Entropy models.

Syntactic Analysis: Context-Free Grammars, Grammar rules for English, Treebanks, Normal Forms for grammar – Dependency Grammar – Syntactic Parsing, Ambiguity, Dynamic programmeming parsing – Shallow parsing – Probabilistic CFG, Probabilistic CYK, Probabilistic Lexicalized CFGs – Feature structures, Unification of feature structures.

Semantics and Pragmatics: Requirements for representation, First-Order Logic, Description Logics – Syntax-Driven Semantic analysis, Semantic attachments – Word Senses, Relations between Senses, Thematic Roles, selectional restrictions – Word Sense Disambiguation, WSD using Supervised, Dictionary & Thesaurus, Bootstrapping methods – Word Similarity using Thesaurus and Distributional methods.

Discourse Analysis and Lexical Resources: Discourse segmentation, Coherence – Reference Phenomena, Anaphora Resolution using Hobbs and centreing Algorithm – Coreference Resolution – Resources: Porter Stemmer, Lemmatizer, Penn Treebank, Brill's Tagger, WordNet, PropBank, FrameNet, Brown Corpus, British National Corpus (BNC).

Lab Applications: Tokenization, Filtering Stopwords, POS tagging, Stemming, Lemmatization, Text analysis, Speech recognition & analysis

A 11 Data Ethics:

Introduction to Data Ethics and Governance: Understanding the importance of ethics and governance in data analytics. Overview of ethical issues in data collection, analysis, and decision-making. Legal and regulatory landscape related to data ethics and governance. Case studies highlighting ethical challenges in data analytics

Privacy and Consent: Understanding privacy rights and regulations (e.g., GDPR, CCPA), Ethical considerations in data privacy and consent management, Techniques for obtaining informed consent in data collection and analysis, Privacy-enhancing technologies and practices.
Social and Cultural Implications of Data Analytics: Understanding the societal impact of data analytics, Ethical considerations in using data analytics for social good, Addressing bias and discrimination in algorithmic decision-making, Ethical challenges in emerging technologies (e.g., AI, IoT, blockchain)
Case Studies on Data Ethics, Privacy Issues and Governance Models

Field & Job placement organisations

The placement for the M.A./M.Sc. in Analytics at the Tata Institute of Social Sciences, Mumbai, demonstrates exceptional success and robust industry validation. Demonstrating the continued high demand for its graduates, the programme successfully placed all students in last three years prior to convocation. We see the students of MA/MSc Analytics securing impressive compensation packages, with the highest Cost to Company (CTC) reaching ₹29 Lakh Per Annum (LPA) and the average CTC standing at ₹15.2 LPA, median at ₹13.3 LPA in 2025. This average figure marks a significant 15-20% increase over the previous year, signalling strong growth and programme prestige.

We encourage participation from a diverse array of industries, with Consulting emerging as the dominant sector. This was followed by significant hiring from the Life Sciences, Technology, E-Commerce and BFSI sectors. Students were offered coveted roles such as Data Scientist, Business Analyst, Tech Consultant, and Product Analyst, reflecting the curriculum's strong alignment with current industry needs. The strategic acumen of the students is evidenced by the fact that a significant number of the roles were in decision making offices. The trust of the corporate world was reinforced by the presence of atleast 10-15 new recruiters every year and a strong PPO conversion rate indicating high performance during internships.

Major recruiters include firms like EY, Ford, Aditya Birla, Axtria, Myntra, NSDL, Experian, Delloite UPL, Lucy Electric Experian, Mckinsey & Company, Sutherland, Accenture, Akasa Air, United Airlines, Euromonitor International, Jio , TCS, TechNova, Ather Energy, KPMG, Infosys.

Fee Structure

Components					
Fees		**Sem I**	**Sem II**	**Sem III**	**Sem IV**
FEE	Tuition Fee	1,39,000	1,39,000	1,39,000	1,39,000
	Examination Fee	1,000	1,000	1,000	1,000
CHARGES	Field Education / Internship / Experiential Learning Charges	6,000	6,000	6,000	4,000
	IT Charges	2,000	2,000	2,000	2,000
	Library Charges	1,500	1,500	1,500	1,500
	Other Charges(ID Card, Convocation & Misc.) *	2,500	0	0	0
FUNDS	Students' Competency Fund	0	1,000	0	1,000
	Lab / Studio Fund	7,000	7,000	7,000	7,000
	Development Fund	10,000	10,000	10,000	10,000
	Student Wellness & Welfare Fund*	500	500	500	500
	Alumni Fund *	0	500	0	0
	Health Care Fund*	2,000	0	2,000	0
DEPOSITS	Caution Deposits (Refundable at the time of exit from programme on submission of No Dues Certificate)	10,000	0		
	Semester wise Programme Fee	1,81,500	1,68,500	1,69,000	1,66,000
	Yearly Fees	3,50,000		3,35,000	
	Total Programme Fee	6,85,000			
Institute reserves the right to revise the Fee Structure of programmes if necessary.					
Expenses related to Practicum / Study tour / Rural field work / Urban field work/Winter Institute, if any, will have to be met by the students themselves at the time of the activity.					
No fee concession is available for self-finanaced programmes.					



*Discussion on Self-Help Group (SHG) initiatives and village development planning with the Sarpanch at the Centre for Social Action, Ahmednagar



*Group Photo at the Centre for Social Action, Ahmednagar, M.A/M.Sc in Data Analytics batch 2023-2025

Academic Calendar: 2025-26

For M.A. in Human Resource Management & Labour Relations
&
M.A. Organisation Development, Change & Leadership

Academic Activity	1st Semester
Re-Opening of Institute (For Faculty)	02 June 2025
Document Verification for I Semester Students	05 June & 06 June 2025
Orientation of I Semester Students	09 June to 11 June 2025
Commencement of Academic Session	12 June 2025
Announcement of Examination Time Table	01 August 2025
Last Lecture Day	11 September 2025
Examination Preparatory Period	12 September to 14 September 2025
Semester Examinations	15 September to 17 September 2025
Internship	18 September to 14 October 2025
Last Date of Submission of Grades	21 October 2025
Winter Vacations*	15 October to 11 November 2025
Declaration of I Semester Results	05 November 2025
Mapping of II Semester Courses in Student Management System (SMS) by School Secretaries	22 September to 26 September 2025
Payment of II Semester Fee and completion of Semester Registration by all Students	29 September to 10 October 2025
	2nd Semester
Re-Opening & School Wise Orientation	12 November 2025
Commencement of Academic Session	13 November 2025
I Semester – Registration, Conduct of Supplementary/ Improvement/ Re-evaluation of Courses & Result declaration	05 November to 30 November 2025
Sports, Cultural Activities and Quintissence	12 January to 17 January 2026
Institute Day	02 February 2026
Announcement of Examination Time Table	01 February 2026
Last Lecture Day	23 February 2026
Examination Preparatory Period	24 February 2025 to 26 February 2026
Semester Examinations	27 February 2025 to 02 March 2026
Internship	03 March to 30 March 2026
Last Date of Submission of Grades	15 April 2026

Academic Activity	2nd Semester
Declaration of II Semester Results	30 April 2026
Summer Vacations	04 May to 29 May 2026
Mapping of III Semester Courses in SMS by School Secretaries	06 April to 11 April 2026
Payment of III Semester Fees and Completion of Semester Registration by all Students	15 April to 26 April 2026
Re-opening of next Academic Year*	30 May 2026
Commencement of Classes for III Semester Academic Session 2026-27	1 June 2026

Semester I: Classes for 13 Weeks + 4 Weeks of Fieldwork

Winter Vacation: 15 October to 11 November 2025 (28 Days)

Semester II: Classes for 13 Weeks + 4 Weeks of Fieldwork

Summer Vacation: 04 May to 29 May 2026 (28 Days)

Academic Council Meetings: 11 July 2025 (Pre Convocation 2023-25 Batch), 12 Sept 2025, 14 Nov 2025, 13 Feb 2026, 10 July 2026 (Pre Convocation AC Meeting 2024-26 Batch)

Note: Subject to change in GOI Holidays. Applicable for All Campuses

*The Dean (SMLS) & programme Coordinator in consultation with DR(P&A) will formalise the vacation of the faculty.

For M.A. in Social Entrepreneurship, M.A. in Labour Studies & Practice & M.A./M.Sc. in Analytics

Academic Activity	**I/III/V Semester (Odd SEmester)**
Re-Opening of Institute (For Faculty)	30 June 2025
Document Verification for I Semester Students	14 July to 18 July 2025 (Semester I)
Orientation of I Semester Students	18 July to 26 July 2025 (Semester I)
Commencement of Academic Session - Data Collection for Research Project/Fieldwork/ Internship/ Practicum for Sem III & V	01 July to 25 July (Semester III/V)
Commencement of academic sessions - Orientation & classes	28 July 2025
III/V Semester - Registration, Conduct of Supplementary/ Improvement/ Re-evaluation of courses and result declaration period	28 July to 14 August 2025 (Semester III/V)
Announcement of Examination Time Table I/III/V Semester	23 September 2025
IKS Week	06 October to 10 October 2025
Last Lecture Day for I/III/V Semester	08 November 2025
Examination Preparatory Period	09 November to 15 November 2025
Semester Examinations	17 November to 29 November 2025
Last Date of Submission of Grades	04 December 2025
Winter Vacations	05 December 2025 to 01 January 2026
Declaration of I/II/V Semester Results	19 December 2025
Mapping of II/IV/VI Semester Courses in Student Management System (SMS) by School Secretaries	05 December to 11 December 2025
Payment of II/IV/VI Semester Fee and completion of Semester Registration by all Students	15 December to 26 December 2025
	II/IV/VI Semester (Even Semester)
Re-Opening & School Wise Orientation	02 January 2026
Commencement of Academic Session	03 January 2026
Sports, Cultural Activities & Quintissence	12 January to 17 January 2026
I/III/V Semester – Registration, Conduct of Supplementary/ Improvement/ Re-evaluation of Courses & Result declaration	04 January to 29 January 2026
Institute Day	02 February 2026
Announcement of Examination Time Table	10 March 2026
Last Lecture Day	25 April 2026
Examination Preparatory Period	26 April to 02 May 2026
Semester Examinations	04 May to 16 May 2026

Academic Activity	II/IV/VI Semester (Even Semester)
Last Date of Submission of Grades**	23 May 2026
Convocation (Semester IV/VI)	20 July to 24 July*
Summer Vacations	25 May to 21 June 2026
Declaration of II/IV/VI Semester Results	10 June 2026 (Sem II) & May 28 2026 (Sem IV/VI)
Mapping of III/V Semester Courses in SMS by School Secretaries	23 May to 02 June 2026
Payment of III Semester Fees and Completion of Semester Registration by all Students	06 June to 17 June 2026
Re-opening of the Institute (for faculty)	22 June 2026
Commencement of Classes for III/V Semester Academic Session 2026-27	23 June 2026

Semester I/III/V: Classes for 15 weeks

Winter Vacation: 05 December 2025 to 01 January 2026 (28 Days)

Semester II/IV/VI: Classes for 15+1 Week (non-instructional days- Quintissence, Sports Day, Literary Festival & Institute Day)

Summer Vacation: 25 May to 21 June 2026 (28 Days)

Academic Council Meetings: 11 July 2025 (Pre Convocation 2023-25 Batch), 12 Sept 2025, 14 Nov 2025, 13 Feb 2026, 10 July 2026 (Pre Convocation AC Meeting 2024-26 Batch)

Note: Subject to change in GOI Holidays. Applicable for All Campuses

*Curicullar consultation and photoshoot with graduating students will be conducted on the previous day of the Convocation.