



Re-Accredited 'B++' 2.86 CGPA by NAAC

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

**વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી**

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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ક્રમાંક: ઓથો./પરિપત્ર/૧૩૬૭૨/૨૦૨૬

તા.૨૩-૦૬-૨૦૨૬

પ્રતિ,  
વડાશ્રી,  
માનવ સંશોધન વિભાગ,  
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,  
સુરત.

**વિષય :- NEP- 2020 અંતર્ગત Master of Arts in Human Resource Development  
(M.A.in HRD) નો સેમેસ્ટર-૧ અને ૨ ના અભ્યાસક્રમ બાબત.**

સુજાશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર Master of Arts in Human Resource Development (M.A. in HRD) નો NEP- 2020 મુજબ ૨૨ ક્રેડિટનું ચાર સેમેસ્ટરનું માળખું અને સેમેસ્ટર-૧ અને ૨ નો ૨૨ ક્રેડિટનો અભ્યાસક્રમ મંજૂર કરવા અંગે એચ.આર.ડી. અને લેબર વેલફેર વિષયની અભ્યાસ સમિતિની તા. ૧૩/૦૨/૨૦૨૬ની સંયુક્ત સભાનાં ઠરાવ ક્રમાંક: ૬ અન્વયે કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા. ૧૦/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક:૦૬ થી કરેલ ભલામણ સ્વીકારી એકેડેમિક કાઉન્સિલની તા. ૧૮/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૪૮ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

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કુલસચિવ

પ્રતિ,

૧) ડીનશ્રી, વિનયન વિદ્યાશાખા.

૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

.....તરફ જાણ તેમજ અમલ સારૂ.

Academic Council Dt.18-06-2026  
Item No. 48 Encl no. 47

**Master of Arts in Human Resource  
Development**

**Semester 1 and 2 to be implemented from  
2026-2027**

**Master of Arts in Human Resource Development**

**Master of Arts in Human Resource Development**

**Semester 1 and 2 to be implemented from 2026-2027**

<b>Name of Program</b>	<b>Master of Arts in Human Resource Development</b>
<b>Program Abbreviation</b>	<b>MA(HRD)</b>
<b>Duration</b>	<b>2 Year</b>
<b>Eligibility Criteria</b>	<b>Any Graduation from recognised University</b>
<b>Pre-requisite</b>	
<b>Medium of Instruction</b>	<b>English</b>
<b>Objective of Program</b>	To develop competent and ethical HR professionals equipped with comprehensive human resource knowledge, strategic and research-driven capabilities, strong leadership and interpersonal skills, legal and global awareness, and the practical expertise needed to design and implement effective HR strategies that enhance organisational performance and support a diverse workforce.
<b>Program Outcome (PO)</b>	<p><b>PO1: Comprehensive HR Knowledge:</b> Demonstrate an in-depth understanding of core HR and management principles, including human resource development, labour legislation, organisational behaviour, and industrial relations.</p> <p><b>PO2: Research and Analytical Skills:</b> Conduct robust research and apply quantitative and qualitative research methodologies to solve HR-related issues and support evidence-based decision-making.</p> <p><b>PO3: Strategic HRM Implementation:</b> Develop and implement strategic human resource management practices to align HR functions with organisational goals.</p> <p><b>PO4: Leadership and Communication:</b> Exhibit strong leadership qualities and communication skills essential for managing teams, facilitating organisational change, and engaging with stakeholders.</p> <p><b>PO5: Ethical and Social Responsibility:</b> Promote and uphold business ethics and social responsibility within HR practices, aligning with organisational values and societal expectations.</p> <p><b>PO6: Adaptability and Problem Solving:</b> Apply creative and adaptive thinking to address challenges in HR management and labour relations, contributing to a positive work environment and productivity.</p> <p><b>PO7: Global and Cross-Cultural Perspective:</b> Understand and apply international HRM concepts and practices that are relevant to managing a diverse and global workforce.</p>

	<p><b>PO8: Practical Application:</b> Integrate academic knowledge with practical experiences gained through internships and project work to address real-world HR challenges effectively.</p>								
<p><b>Program Specific Outcomes (PSO)</b></p>	<p><b>PSO1: HR Strategy Formulation and Implementation:</b> Design and implement HR strategies that improve employee development, retention, and overall organisational performance.</p> <p><b>PSO2: Labour Legislation Proficiency:</b> Analyse and apply national and international labour laws to ensure compliance, advocate for workers' rights, and support fair labour practices.</p> <p><b>PSO3: Organisational Change Management:</b> Utilize principles of organisational development and change management to lead successful transformation initiatives within organizations.</p> <p><b>PSO4: Ethical and Legal Awareness:</b> Uphold ethical standards and comply with labour laws and regulations while promoting social responsibility and sustainable labour practices.</p> <p><b>PSO5: Training and Development:</b> Plan and conduct effective learning and development programs tailored to the needs of employees and the strategic goals of the organization.</p> <p><b>PSO6: Compensation and Reward Management:</b> Design comprehensive compensation and reward systems that are competitive, equitable, and aligned with organisational objectives.</p> <p><b>PSO7: Research-Driven HR Practices:</b> Conduct research to inform HR policies and practices, contributing to the development of innovative solutions that address contemporary HR challenges.</p> <p><b>PSO8: Interpersonal and Leadership Skills:</b> Demonstrate strong interpersonal skills to manage relationships effectively, lead teams, and collaborate with colleagues across departments.</p>								
<p><b>Mapping between POS and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
PO1	3	3	3	3	3	3	3	3	3
PO2	3	2	3	2	3	2	3	2	2
PO3	3	2	3	2	3	3	2	2	3
PO4	2	1	3	2	3	2	2	2	3
PO5	2	3	2	3	2	1	2	2	2
PO6	3	2	3	2	3	3	2	2	3
PO7	2	2	2	3	2	2	2	3	3
PO8	3	2	3	2	3	3	3	3	3

**STRUCTURE FOR ERP**  
**PROGRAM NAME: Master of Arts in Human Resource Development MA(HRD)**  
**SEMESTER: I**

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks (50)			External Marks		Total	
					TH	PR	TH	Internal	TH	PR	Internal test	Assignment/Viva Voce	Attendance	TH	PR	TH	PR
<b>MAJOR</b>	HR-C-01	Fundamentals of Psychology	Fundamentals of Psychology	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-02	Human Resource Management – I	Human Resource Management – I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-03	Principles of Management	Principles of Management	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-04	Labour Legislation - I	Labour Legislation - I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-05	Corporate Social Responsibility - I	Corporate Social Responsibility- I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal Marks (25)			External		Total	
<b>ELECTIVE (Any One)</b>	HR-E-06-A	Industrial Sociology	Industrial Sociology	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HR-E-06-B	General and Industrial Economics	General and Industrial Economics	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL

**STRUCTURE FOR ERP**  
**PROGRAM NAME: Master of Arts in Human Resource Development MA(HRD)**  
**SEMESTER: II**

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/ Week		Exam Duration		Credit		Internal Marks (50)			External Marks		Total	
					TH	PR	TH	Internal	TH	PR	Internal test	Assignment/ Viva Voce	Attendance	TH	PR	TH	PR
<b>MAJOR</b>	HR-C-07	Organisational Behaviour	Organisational Behaviour	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-08	Labour Legislation - II	Labour Legislation - II	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-09	Human Resource Management - II	Human Resource Management - II	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-10	Research Methodology	Research Methodology	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-11	Strategic Corporate Social Responsibility	Strategic Corporate Social Responsibility	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal Marks (25)			External Marks		Total	
<b>ELECTIVE (Any One)</b>	HR-E-12-A	Communication Skills	Communication Skills	Skill Development	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HR-E-12-B	Organisational Psychology	Organisational Psychology	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL

<p style="text-align: center;"><b>STRUCTURE FOR ERP</b>  <b>PROGRAM NAME: Master of Arts in Human Resource Development MA(HRD)</b>  <b>SEMESTER: III</b></p>																	
Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/ Week		Exam Duration		Credit		Internal Marks (50)			External Marks		Total	
					TH	PR	TH	Internal	TH	PR	Internal test	Assignment/ Viva Voce	Attendance	TH	PR	TH	PR
<b>MAJOR</b>	HR-C-13	Labour Legislation – III	Labour Legislation – III	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-14	Industrial Relations - I	Industrial Relations - I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-15	Human Resource Development	Human Resource Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-16	Organisational Development	Organisational Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-17	International Human Resource Management	International Human Resource Management	Ability Enhancement	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal Marks (25)			External Marks		Total	
<b>ELECTIVE (Any One)</b>	HR-E-18-A	Corporate Governance and Sustainability	Corporate Governance and Sustainability	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HR-E-18-B	Stress Management and Employee Counselling	Stress Management and Employee Counselling	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL

**STRUCTURE FOR ERP**  
**PROGRAM NAME: Master of Arts in Human Resource Development MA(HRD)**  
**SEMESTER: IV**

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours /Week		Exam Duration		Credit		Internal Marks (50)			External Marks		Total	
					TH	PR	TH	Internal	TH	PR	Internal test	Assignment/ Viva Voce	Attendance	TH	PR	TH	PR
<b>MAJOR</b>	HR-C-19	Learning and Development	Learning and Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-20	Compensation and Reward Management	Compensation and Reward Management	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-21	Strategic HRM	Strategic HRM	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HR-C-22	Industrial Relation-II	Industrial Relation-II	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal Marks			External Marks			
	HR-C-23	Internship and Project report Viva Voce	Internship and Project report Viva Voce	Core	-	-	-	-	-	8	100			100		-	200

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA(HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Skill Development				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-C-01				
<b>Course Level</b>					
<b>Course Title</b>	Fundamentals of Psychology				
<b>Credit</b>	Theory: 4		Practical: 0		Total: 4
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1 - Remembering</b></p> <ul style="list-style-type: none"> <li>Define the basic concepts of psychology, self, and methods used in psychology).</li> </ul> <p><b>CO2 - Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the evolution, scope, and nature of psychology and its subfields.</li> <li>Describe social influence on human behavior, including social facilitation, social loafing, conformity, and compliance.</li> <li>Discuss various models of pro social behavior, interpersonal attraction, and emotional theories.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply the concepts of impression management tactics to real-life social contexts.</li> <li>Use psychological theories of learning and reinforcement to solve problems in practical settings.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the factors influencing pro social behavior, interpersonal attraction, and memory processes.</li> <li>Examine the influence of sensory processes on perception and behavior.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate different theories of emotion, intelligence, and their application in real-world scenarios.</li> <li>Assess the impact of psychological principles on human behavior and thought processes</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design psychological experiments or frameworks to study learning, thinking,</li> </ul>				

	and social behaviors.								
<b>Course Content</b>	<b>Unit- I Introduction to self and psychology</b>								
	<b>Self:</b> Meaning, Self-knowledge, Self-efficacy, self-regulation, self-presentation, social comparison theory.								
	<b>Psychology:</b> Introduction, Definition, Nature of Psychology, Evolution of psychology, Psychology and other sciences, subfields of Psychology, Methods of Psychology.								
	<b>Unit- II Social influence on human behaviour</b>								
	<b>Introduction to Social Psychology:</b> It's historical background; its scope, and major features of contemporary social psychology. Social facilitation, social loafing, Conformity, and compliance; Impression Management- tactics of impression management.								
	<b>Unit- III Sensory process, Prosocial behavior and Interpersonal attraction</b>								
	<b>Sensory Process:</b> Characteristics of senses, receiving process.								
	<b>Prosocial Behavior:</b> Helping behavior and recipient reactions- Determinants and major models-Reciprocal altruism, negative-state relief model, empathy-altruism model, and social exchange theory.								
	<b>Interpersonal attraction:</b> Attraction, similarity, and liking, Measurement issues- Sociometry.								
	<b>Unit- IV Memory, intelligence and emotion</b>								
	<b>Memory:</b> Definition, Nature of encoding, storage and retrieval, types of memory, Factors of retrieval.								
	<b>Intelligence:</b> Definition, Nature, classification, Theories.								
	<b>Emotion:</b> Nature, Theories of Emotion.								
	<b>Unit- V Learning and thinking</b>								
	<b>Learning:</b> Definition Nature, Importance, Basic Factors in Learning, Learning theories, Principles of learning, Reinforcement, Types of Reinforcement.								
<b>Thinking:</b> Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking.									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1	3	3	1	2	1	1	1	1
	CO2	3	2	3	2	1	1	1	3
	CO3	3	1	3	1	3	3	1	3
	CO4	3	1	3	1	3	3	1	3
	CO5	3	1	3	2	3	3	3	3
	CO6	3	1	3	1	3	3	3	3
<b>Reference Books</b>	1. Jafar Mahmud, Introduction to Psychology, APH Publishing Corporation.								
	2. Amit Abraham, General Psychology, Mc Graw Hill companies								
	3. Robert Barren, 2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi								
	4. Michael W. Passer, Ronald E. Smith, Psychology the science of mind and behaviour, Mc Graw Hill Education.								
	5. Clifford T. Morgan, Introduction to Psychology, TATA Mc Graw Hill edition.								
	6. Baron, R. A., & Byrne, O. R. (2006). Social Psychology (10th Ed.). New Delhi: Prentice-Hall of India.								
	7. Baron, R. A., & Branscombe, N. R. (2016). Social Psychology (14th ed.). Boston, MA: Pearson/Allyn and Bacon.								
	8. Baumeister, R. F., & Bushman, B. J. (2016). Social Psychology and Human Nature (4th ed.). Belmont, CA: Thomson/Wadsworth.								
	9. Gilovich, T., Keltner, D., Chen, S., & Nisbett, R. (2019). Social Psychology (5th								

	ed.). New York: W. W. Norton. 10. Robbins, S.P. Judge, T.A. & Vohra, N., (2019). Organisational Behavior, (18th Ed). Pearson Education.
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-02				
<b>Course Level</b>					
<b>Course Title</b>	Human Resource Management- I				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the fundamentals of Human Resource Management (HRM), including its features, scope, and objectives.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the significance of HRM functions and their alignment with Organisational goals.</li> <li>Describe the processes of recruitment, selection, training, and performance appraisal.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply HR practices such as recruitment techniques, training programs, and performance appraisal methods to Organisational scenarios.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse issues related to managing people at work, including human resource planning, employee wellbeing, and motivation.</li> <li>Examine the relationship between HR systems and strategic business objectives.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of HR practices in achieving Organisational performance and employee retention.</li> <li>Assess the role of ethical behavior and employee well-being in HRM.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design HR interventions that align HR practices with Organisational strategies and objectives.</li> <li>Develop frameworks for employee performance appraisal and career development.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- I Introduction to Human Resource Management</b> Introduction to Human Resource Management (HRM), HRM- definition, features, scope, objectives, importance of HRM, Trends shaping HRM, HRM functions- Managerial Function, Operating function.</p> <p><b>Unit- II Human Resource Planning, Recruitment and Selection</b>  <b>Human Resource Planning:</b> Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting - definition, importance, objectives, purpose and process  <b>Employee Recruitment:</b> Meaning and concept, Sources, factors affecting recruitment  <b>Employee Selection:</b> process, Types of Tests, Management Assessment Centers, Types of Interviews, Placement.</p> <p><b>Unit- III Training and Career Planning</b>  <b>Employee Orientation:</b> Meaning and Concept, Purpose and Process  <b>Training:</b> Concept, objectives, importance, Analysing the training need &amp; designing the training program, implementation and evaluation of training program,  Career Planning concept and process, Promotion, Transfers.</p> <p><b>Unit- IV Performance Appraisal</b>  <b>Performance Appraisal:</b> Concept, process, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview.</p> <p><b>Unit- V Maintenance Function</b>  <b>Ethical behaviour at work:</b> Meaning and concept  <b>Employee wellbeing:</b> Meaning and concept, importance, dimensions  <b>Separation:</b> Meaning and concept, Objectives, Types/Ways, Process</p>									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
CO1	3	2	2	1	1	1	1	1	1	
CO2	3	3	2	1	1	1	1	1	1	
CO3	3	3	3	2	2	1	1	1	1	
CO4	3	3	3	2	2	2	1	1	1	
CO5	3	3	3	3	2	3	1	1	1	
CO6	3	3	3	3	3	3	1	1	1	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>Chabhra T.N, Human Resource Management, (Dhanpat Rai &amp; Co.)</li> <li>Gupta C.B, Human Resource Management</li> <li>Subbarao, Human Resource Management</li> <li>Sharma A.M, Employee Welfare</li> <li>Dessler, G., &amp; Varkkey, B. (2023). Human Resource Management (17<sup>th</sup> Ed.). Pearson Education.</li> <li>Aswathappa, K., &amp; Dash, S. (2023). Human Resource Management: Text and cases (10th Ed.). McGraw Hill.</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-03				
<b>Course Level</b>					
<b>Course Title</b>	Principles of Management				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and recall the fundamental concepts, roles, and functions of management</li> <li>List the various Organisational structures and types.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the principles of management, including planning, organizing, staffing, directing, and controlling.</li> <li>Discuss how managers align planning processes with Organisational vision, mission, and values.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Use knowledge of management levels and skills to solve managerial challenges.</li> <li>Apply SWOT analysis to strategic planning and decision-making.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Differentiate between various Organisational structures and evaluate the advantages of decentralization.</li> <li>Analyse the impact of staffing and directing practices on Organisational performance.</li> <li>Examine different control techniques and their effectiveness in specific scenarios.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate managerial decisions and their alignment with Organisational objectives.</li> <li>Assess strategic plans and their effectiveness in achieving competitive advantages.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design and propose effective managerial strategies to address global and</li> </ul>				

	cross-cultural challenges.									
<b>Course Content</b>	<b>Unit- I Management</b> Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Evolution of management through, Top-level, middle-level, and front-line managers, Responsibilities and challenges at each management level.									
	<b>Unit- II Planning</b> Nature, Scope, Objectives, and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting. <b>Managerial Decision Making:</b> Concept; The decision-making process, Management by Objective.									
	<b>Unit- III Organizing</b> Concept, Nature, and purpose; Organisational Structure; Types of Organization, Departmentation; Hierarchy, Span of Control; Delegation; Authority, Responsibility, and Accountability; Power; Centralization & Decentralization – Factors determining the degree of Decentralization of authority.									
	<b>Unit- IV Strategic Management</b> Formulating and implementing strategic plans, SWOT analysis and competitive advantage, Evaluation and control of strategic plans <b>Global Management:</b> Challenges and opportunities of global business, Cultural diversity, and cross-cultural management, International business strategies.									
	<b>Unit- V Controlling</b> Concept, Types & importance of Control; Steps in Control, Techniques of Control; Management by Exception. <b>Coordination:</b> Coordination as an Essence of Management; Coordination Vs. Co-operation; Types of coordination; Need & importance of coordination, Techniques of coordination. Principles of Coordination.									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	1	1	1	1	1	
	CO2	3	3	2	1	2	1	1	1	
	CO3	3	3	3	2	2	2	1	1	
	CO4	3	3	3	2	3	2	1	1	
	CO5	3	3	3	3	3	3	1	1	
	CO6	3	3	3	3	3	3	2	1	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Tripathi, Reddy &amp; Bajpai. (2021). Principles of Management, 7th edition, Tata Mc Graw Hill.</li> <li>2. Robbins S.P. &amp; Coulter M. A. (2020). Management, Global Edition, Pearson Education.</li> <li>3. Prasad L.M. (2020). Principles and Practices of Management, 10th edition, Sultan Chand &amp; Sons, New Delhi.</li> <li>4. Stoner, Freeman &amp; Gilbert Jr. (2018). Management, 6th Edition, Pearson.</li> <li>5. Koontz H. &amp; Weihrich H. (2015). Essentials of Management, 10th edition, Chennai: Tata McGraw Hill Education.</li> <li>6. Rao V.S.P. (2012). Management-Text and Cases, 2nd edition, Excel Publication.</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 50 Marks									
	External Assessment: 50 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Entrepreneurship / Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-04				
<b>Course Level</b>					
<b>Course Title</b>	Labour Legislation- I				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>The significance of Labour laws and their constitutional and historical evolution in India.</li> </ul> <p><b>CO2- Interpret</b></p> <ul style="list-style-type: none"> <li>The provisions of core Labour legislations such as the Factories Act, Industrial Disputes Act, and other relevant laws.</li> </ul> <p><b>CO3- Apply</b></p> <ul style="list-style-type: none"> <li>The concepts and provisions of Labour laws to real-world workplace scenarios for effective compliance.</li> </ul> <p><b>CO4- Analyse</b></p> <ul style="list-style-type: none"> <li>Various Labour legislations to understand their implications on employee-employer relationships and dispute resolution.</li> </ul> <p><b>CO5- Evaluate</b></p> <ul style="list-style-type: none"> <li>Practical cases and workplace disputes using Labour law frameworks to propose ethical and legally sound solutions.</li> </ul> <p><b>CO6- Design</b></p> <ul style="list-style-type: none"> <li>Workplace policies and compliance strategies that adhere to Labour laws and promote sustainable employment practices.</li> </ul>				
<b>Course Content</b>	<ul style="list-style-type: none"> <li>The Factories Act, 1948</li> <li>The Employees' Provident Funds and Miscellaneous Provisions Act, 1952</li> <li>The Payment of Gratuity Act, 1972</li> <li>Industrial Disputes Act, 1947</li> <li>The Gujarat Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2019</li> <li>Industrial Employment (Standing Orders) Act, 1946</li> </ul>				

<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1	3	2	2	1	1	1	1	1
	CO2	3	3	2	2	1	1	1	1
	CO3	3	3	3	2	2	2	1	1
	CO4	3	3	3	3	2	2	1	1
	CO5	3	3	3	3	3	3	2	1
	CO6	3	3	3	3	3	3	3	2
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.</li> <li>2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.</li> <li>3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.</li> <li>4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.</li> <li>5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.</li> <li>6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.</li> <li>7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.</li> <li>8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.</li> </ol> <p style="text-align: center;"><b>Journals</b></p> <ol style="list-style-type: none"> <li>1. Labour Law Reporter.</li> <li>2. Labour Law Journal.</li> </ol>								
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.								
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks								

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-C-05				
<b>Course Level</b>					
<b>Course Title</b>	Corporate Social Responsibility				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Students will be able to explain the meaning, scope, and evolution of Bharatiya Knowledge Systems and describe their contributions to global civilization.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Students will be able to summarize definitions, evolution, characteristics, and scope of CSR at global and Indian levels.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Students will be able to apply principles of Bharatiya culture, scientific heritage, and knowledge traditions to modern societal, managerial, and developmental contexts.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Students will be able to differentiate among classical, neoclassical, and contemporary CSR theories and Analyse models such as Carroll's Pyramid, Triple Bottom Line, Stakeholder Theory, Business Ethics Theory, and Gandhian Trusteeship.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Students will be able to evaluate provisions related to CSR under the Companies Act 2013, including obligations, CSR committees, CSR spending, disclosures, and reporting.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Students will be able to design CSR policies and strategies for organizations and assess national/global CSR initiatives through case studies.</li> </ul>				

<p><b>Course Content</b></p>	<p><b>Unit- I Bharatiya Knowledge Systems and Traditions</b> Self-revelation of Bharat, Knowledge Tradition of Glorious Bharat, Sublime journey of Bharatiya Culture &amp; Civilization, Dissemination and contribution of Bharatiya knowledge system in the world Glorious tradition of Science and Arts in Bharat.</p> <p><b>Unit- II CSR Introduction to Corporate Social Responsibility (CSR)</b> Introduction, Meaning and Definitions of CSR, Evolution of CSR Globally and in India, Characteristics of CSR-Evolving Concept, Business Practices, Stakeholder targeted to mandated by governance, CSR Generations, CSR Practices and Perspectives, Scope of CSR.</p> <p><b>Unit- III Theories and Models</b> CSR Theories and Models, Classical, Neo-classical, and Contemporary CSR theories, Carroll’s Pyramid of CSR, Triple Bottom Line Model, Business Ethics Theory, Social Contract Theory, Stakeholder Theory, Indian models of CSR and Gandhian Trusteeship Model.</p> <p><b>Unit- IV CSR Legislation under the Companies Act 2013</b> Introduction to CSR under Companies Act 2013, Director's duties on CSR, Schedule VII, Applicability of obligations to Indian Companies as well as Foreign Companies, Net worth, Turnover and Net Profit on CSR. CSR Committee of Directors, CSR Policy Formulation, Scope of CSR expenditure, CSR through Trusts, NGOs or outsourcing CSR, Annual CSR Report, Penalties and Punishments.</p> <p><b>Unit- V CSR Domains and Sectorial Applications</b> National and state-level CSR initiatives, CSR in manufacturing, IT, banking, and public sector enterprises, Case studies of successful CSR initiatives in India &amp; globally.</p>									
<p><b>Mapping between Cos and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	2	1	1	2	1	0	1	2	
	CO2	3	1	2	2	2	1	2	3	
	CO3	2	1	1	2	1	1	2	2	
	CO4	2	2	2	3	2	2	3	3	
	CO5	3	3	2	3	2	1	2	2	
	CO6	3	3	3	3	3	2	3	3	
<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>1. Kapoor Kapil, Singh Avadesh (2021). Indian Knowledge Systems Vol I &amp; II, Indian Institute of Advanced Studies, Shimla, H.P.</li> <li>2. B. mahadevan. Introduction to Indian Knowledge Systems, IISC, Bangalore.</li> <li>3. R.C. Majumdar, Ancient India, Motilal Banarsidas Publishers, new Delhi.</li> <li>4. Basham, A.L., (ed). A Cultural History of India, Sabda, Sri Aurobindo Ashram, Pondicherry, 1972.</li> <li>5. Paleri, Prabhakaran, (2020). Corporat Social Responsibility: Concept, Cases and trends, Cengage Lerner India Pvt. Limited, New Delhi</li> <li>6. Srinivasan Anand (2014) Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi.</li> <li>7. Chatterji Madhumita (2014) Corporate Social Responsibility, Oxford University Press, New Delhi.</li> <li>8. CII-PwC Handbook on Corporate Social Responsibility in India.</li> <li>9. Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices.</li> <li>10. Garg Kamal, (2014) Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1/4/2014, Bharat Law House, New Delhi.</li> <li>11. Mukharjee Harsha (2016) Sustainable CSR, Himalaya Publishing House.</li> </ol>									

<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective)				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-E-06-A				
<b>Course Level</b>					
<b>Course Title</b>	Industrial Sociology				
<b>Credit</b>	<b>Theory: 2</b>		<b>Practical: 0</b>		<b>Total: 2</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define key concepts of Industrial Sociology and its place among social sciences.</li> <li>Identify the characteristics of industrial systems and their historical development</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the relationship between industry and society, including the impact of industrialization on social institutions like caste, marriage, and family.</li> <li>Describe group dynamics and their relevance in workplace environments.</li> <li>Discuss theories of alienation, anomie, and morale in the industrial context.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply sociological perspectives to understand and analyse workplace dynamics and group behaviors.</li> <li>Use insights from Industrial Sociology to evaluate social issues related to work and employment.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the factors influencing morale and its relationship with productivity.</li> <li>Examine the social implications of modern technology and its effects on workplace structures and human behavior.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the impact of industrialization on societal systems and institutions.</li> <li>Assess solutions to workplace issues such as alienation, anomie, and morale problems.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Develop critical frameworks for addressing industrial and Organisational challenges through sociological theories.</li> <li>Design strategies to improve workplace morale and productivity by applying</li> </ul>				

	sociological principles.									
<b>Course Content</b>	<p><b>Unit- I Introduction to Industrial Sociology</b>  Definition, Aim, Key Industrial Sociological Concepts, Nature, Scope and Importance of Industrial Sociology, Necessary of Industrial Sociology, Development of Industrial Sociology, Place of Industrial Sociology among the Social Sciences, Industrial Sociology and Occupational Skills.</p> <p><b>Unit- II Forerunners of Industrial System</b>  <b>Forerunners of Industrial System:</b> Industrial System and Growth, Hunting and gathering Societies, Feudal system, Manorial, Guild system, Domestic and Putting-Out System, Factories and its characteristics, Industrialization and Its impact on Social Institutions: (a) On the Caste system, (b) On the system of Marriage and (c) on Family System.</p> <p><b>Unit- III Social Groups in Industry</b>  <b>Social Groups in Industry:</b> Concept of Social Group, Patterned Social Behaviour, Functions of a Group, Group Development, Key dimensions of a Group, Group Dynamics, Social Loafing, Group think, Committees in Industry, Focus Group, Teams.</p> <p><b>Unit- IV Theories Industrial Sociology</b>  Theories to Industrial Sociology: Alienation and Anomie: Meaning, Causes of Alienation and Solutions to the problem, Marx's theory of Alienations, types of Alienation, Anomie- Meaning, types of Anomie.</p> <p><b>Unit- V Employee Morale</b>  Meaning of Morale, Morale and Productivity, Factors influencing the Morale, Indices of Low Morale, Suggestions to improve Morale, Difficulties caused by Complex System, Social impacts of Modern Technology.</p>									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	2	1	2	1	1	1	1	2	
	CO2	2	1	3	2	1	1	1	3	
	CO3	3	1	3	2	2	1	2	3	
	CO4	3	1	3	2	2	2	2	3	
	CO5	3	1	3	3	2	2	2	3	
	CO6	3	1	3	3	3	2	3	3	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Singh Narendar (2012) Industrial Sociology, Tata McGraw-Hill</li> <li>2. Gisbert Pauscual (1972) Fundamentals of Industrial Sociology- Tata McGraw- HillPublishing House, New Delhi.</li> <li>3. Sharma, Pandey (2001) Industrial Sociology- Surjeet Publications, New Delhi.</li> <li>4. Dayal Raghbir (1996) Industrial Sociology and Labour Welfare- Mittal Publications,New Delhi.</li> <li>5. Giri P.K. (2005) Industrial Sociology, Sublime Publications Jaipur India</li> <li>6. Ramaswamy B. (2012) Industrial Sociology, Alfa Publications</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	1				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective)				
<b>Course Subtype</b>	Entrepreneurship / Employability				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-E-06-B				
<b>Course Level</b>					
<b>Course Title</b>	General and Industrial Economics				
<b>Credit</b>	<b>Theory: 2</b>		<b>Practical: 0</b>		<b>Total: 2</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define macroeconomic concepts like economic development, national income, per capita income, and employment.</li> <li>Identify basic concepts of industrial economics, including industry size, location, and policies like FERA, FEMA, and EXIT Policy.</li> <li>Describe fundamental labor economics terms such as labor market, employment, unemployment, and wage theories.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the relationship between economic development and industrial development.</li> <li>Discuss factors influencing the size and location of industries.</li> <li>Illustrate the nature and scope of labor economics, including characteristics of the Indian labor market and changing employment scenarios.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply economic theories to analyse the role of financial institutions (nationalized and private) in industrial development.</li> <li>Utilize wage and employment theories to understand the Indian labor market and its challenges.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Examine the factors facilitating economic and industrial development in the context of Five-Year Plans.</li> <li>Analyse the impact of industrial policies like FERA, FEMA, and EXIT Policy on industrial growth.</li> <li>Investigate the determinants of employment and wages in different labor market conditions.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of India's labor and wage policies in addressing unemployment and underemployment issues.</li> </ul>				

	<ul style="list-style-type: none"> <li>Assess the role of industrial policies and financial institutions in promoting economic development.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Develop solutions for addressing unemployment and improving labor market conditions in India by applying macroeconomic principles.</li> <li>Design strategies for effective industrial planning based on industry size, location, and policy analysis.</li> </ul>																																																															
<b>Course Content</b>	<p><b>Unit- I General Economics</b> Economics development, Factors facilitating economic development, industrial development and Five Year Plans, National Income and Per capita Income.</p> <p><b>Unit- II Industrial Economics</b> Industries: Structure and factors influencing the size of the industry, Size location and factors influencing the location of the industry.</p> <p><b>Unit- III Financial Institutions</b> Financial Institutions, Government and private financial institutions, Nationalized and Private Banks, Industrial policies – licensing Policy, FERA, FEMA, EXIT Policy.</p> <p><b>Unit- IV Labour Economics</b> Nature and scope of labour Economics, Labour market. Demand for and supply of labour, Characteristics of Indian Labour Market, Changing scenario, Concept of Employment and wage.</p> <p><b>Unit- V Employment and wages</b> Concept of Employment, Unemployment, Under employment. Theories of employment, Unemployment problem in India. Concept of wages. Theories of wages. National Wage policy.</p>																																																															
<b>Mapping between Cos and PSOs</b>	<table border="1"> <thead> <tr> <th></th> <th>PSO1</th> <th>PSO2</th> <th>PSO3</th> <th>PSO4</th> <th>PSO5</th> <th>PSO6</th> <th>PSO7</th> <th>PSO8</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td>3</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO2</td> <td>3</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>2</td> <td>1</td> </tr> <tr> <td>CO3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO4</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO5</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>3</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO6</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> </tr> </tbody> </table>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	CO1	3	2	2	1	1	1	1	1	CO2	3	2	2	1	1	1	2	1	CO3	3	2	2	2	2	2	3	2	CO4	3	3	3	2	2	2	3	2	CO5	3	3	3	2	2	3	3	2	CO6	3	3	3	3	3	3	3	2
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CO5	3	3	3	2	2	3	3	2																																																								
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>Reading in Labour Economics and Labour Relations – Rowan and Northrup, Richard D.Irwin</li> <li>Labour Economics and industrial Relations – P.Verma, McGraw Hill, New Delhi</li> <li>Labour Economics and Industrial Relations – A.L Gitlow</li> <li>Indian Economy – Dutta and Sundaram, S.chand and Co. New Delhi</li> <li>Indian Economy : Its growing dimensions- P.K Dhar</li> <li>Indian Economy – Mishra and Puri</li> <li>Industrial Economy of India – S.C. Kuchhal, Chaitanya Publishing House, Allahabad</li> </ol>																																																															
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.																																																															
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks																																																															

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	2				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Employability / Skill Development				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-07				
<b>Course Level</b>					
<b>Course Title</b>	Organisational Behaviour				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and describe fundamental concepts, elements, and approaches to Organisational Behaviour (OB), including contributions from social sciences and historical management perspectives like Scientific Management and the Human Relations Movement.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain key individual-level behavioral concepts such as personality, perception, attitudes, values, and job satisfaction and their implications in workplace settings.</li> <li>Discuss group-level behaviors, including group formation, norms, cohesiveness, decision-making processes, and team-building strategies.</li> <li>Describe the concept, sources, types, and implications of Organisational conflict, distinguishing between functional and dysfunctional conflict.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Illustrate the role of individual and group behaviors in real-world Organisational settings and develop strategies for enhancing group cohesiveness, and team effectiveness.</li> <li>Apply conflict resolution techniques such as collaboration, Transactional Analysis, and Johari Window in Organisational scenarios to manage conflicts effectively.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the dynamics of group behavior, including roles, status, authority, and power, to understand group decision-making and team-building processes.</li> <li>Examine sources of conflict, their manifestations, and their impact on Organisational performance, identifying areas for intervention.</li> </ul>				

	<p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of different conflict management approaches and tools in fostering collaboration and achieving Organisational goals.</li> <li>Critically assess the implications of job satisfaction, personality, and perception on individual and group performance.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design and propose strategies to enhance team dynamics, resolve conflicts, and improve overall Organisational effectiveness.</li> </ul>																																																															
<p><b>Course Content</b></p>	<p><b>Unit- I Organisational Behaviour</b>  Definition and Scope; Fundamental Concepts of Organisational Behaviour; Elements of Organisational Behaviour; Approaches to Organisational Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organisational Behaviour; Scientific Management; The Human Relations Movement; Behaviouralism.</p> <p><b>Unit- II Foundations of Individual Behaviour</b>  Personality; Perception; Attitudes; Values; Job Satisfaction and its Implications;</p> <p><b>Unit- III Foundations of Group Behaviour</b>  Key Group Concepts, Role and Status, Authority, Power and Development; Group Dynamics; Process of Group Formation; Types of Groups; Group Norms; Group Cohesiveness; decision-making in Groups, Team Building.</p> <p><b>Unit- IV Conflict</b>  Concept, Role, Sources, and Manifestation; Classification of Conflicts; Functional and Dysfunctional Conflict: Intra-Personal Conflicts, Goal Conflict, Role Conflict, Interpersonal Conflict.</p> <p><b>Unit- V Organisational Conflict</b>  Approaches to conflict management; Collaboration; Management of Conflict and Organisational Performance; Collaboration; Transactional analysis and Johari Window.</p>																																																															
<p><b>Mapping between Cos and PSOs</b></p>	<table border="1"> <thead> <tr> <th></th> <th>PSO1</th> <th>PSO2</th> <th>PSO3</th> <th>PSO4</th> <th>PSO5</th> <th>PSO6</th> <th>PSO7</th> <th>PSO8</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td>3</td> <td>1</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>CO2</td> <td>3</td> <td>1</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>3</td> </tr> <tr> <td>CO3</td> <td>3</td> <td>1</td> <td>3</td> <td>2</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>CO4</td> <td>3</td> <td>1</td> <td>3</td> <td>2</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>CO5</td> <td>3</td> <td>1</td> <td>3</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>CO6</td> <td>3</td> <td>1</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> </tbody> </table>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	CO1	3	1	2	2	1	1	1	2	CO2	3	1	3	2	2	2	2	3	CO3	3	1	3	2	2	3	2	3	CO4	3	1	3	2	2	3	3	3	CO5	3	1	3	3	2	3	3	3	CO6	3	1	3	3	3	3	3	3
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8																																																								
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CO6	3	1	3	3	3	3	3	3																																																								
<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>Stephen Robbins, Organisational Behaviour, Pearson Education, New Delhi.</li> <li>Davis, Keith &amp; Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.</li> <li>Luthans, Fred, Organisational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.</li> <li>Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organisational Behaviour: Leading Human Resources, Pearson Education, New Delhi.</li> <li>Korman, Abraham K., Organisational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.</li> <li>Dewedi, R.S., Human Relations and Organisational Behaviour, Macmillan India Pvt. Ltd., New Delhi.</li> <li>Udai Pareek, (2007) Understanding Organisational Behaviour, Oxford Press, New Delhi, (Second Edition)</li> <li>Aswathappa K., Organisational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai, 2011.</li> </ol>																																																															

	<p>9. P.Subba Rao, Organisational Behaviour, Himalaya Publishing Co.Pvt.Ltd,  10. Jerald Green Berg, Organisational Behaviour, 2011.  11. T.V.Rao and Udai Pareek, Designing Organisation Systems.</p>
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	2				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Entrepreneurship / Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-08				
<b>Course Level</b>					
<b>Course Title</b>	Labour Legislation – II				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Understand</b></p> <ul style="list-style-type: none"> <li>The objectives, scope, and constitutional relevance of labour laws such as the Contract Labour Act, 1970, and the Building and Other Construction Workers Act, 1996.</li> </ul> <p><b>CO2- Explain</b></p> <ul style="list-style-type: none"> <li>The key provisions of laws like the Employees’ State Insurance Act, 1948, and Employees Compensation Act, 1923, to promote social security and workplace safety.</li> </ul> <p><b>CO3- Apply</b></p> <ul style="list-style-type: none"> <li>The concepts and provisions of the Minimum Wages Act, 1948, and Apprentices Act, 1961, in employment scenarios to ensure fair practices.</li> </ul> <p><b>CO4- Analyse</b></p> <ul style="list-style-type: none"> <li>The role of the Trade Unions Act, 1926, in fostering collective bargaining and improving industrial relations.</li> </ul> <p><b>CO5- Evaluate</b></p> <ul style="list-style-type: none"> <li>The effectiveness of labour laws in addressing issues of worker safety, fair wages, and skill development through case studies and practical examples.</li> </ul> <p><b>CO6- Create</b></p> <ul style="list-style-type: none"> <li>Strategies for implementing labour law compliance and promoting sustainable and ethical workplace practices.</li> </ul>				
<b>Course Content</b>	<ul style="list-style-type: none"> <li>Contract Labour (Regulation and Abolition) Act, 1970</li> <li>The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996</li> <li>The Employees' State Insurance Act, 1948</li> <li>Employees Compensation Act, 1923</li> <li>The Trade Unions Act, 1926</li> <li>Minimum Wages Act, 1948</li> <li>The Apprentices Act, 1961</li> </ul>				

<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1	3	3	2	2	1	1	1	1
	CO2	3	3	2	2	1	1	2	1
	CO3	3	3	2	2	2	2	2	2
	CO4	3	3	3	2	2	2	3	2
	CO5	3	3	3	3	3	2	3	3
	CO6	3	3	3	3	3	3	3	3
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.</li> <li>2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.</li> <li>3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.</li> <li>4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.</li> <li>5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.</li> <li>6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.</li> <li>7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.</li> <li>8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.</li> </ol> <p style="text-align: center;"><b>Journals</b></p> <ol style="list-style-type: none"> <li>1. Labour Law Reporter.</li> <li>2. Labour Law Journal.</li> </ol>								
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.								
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks								

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	2				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-09				
<b>Course Level</b>					
<b>Course Title</b>	Human Resource Management-II				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Identify key concepts, definitions, and roles related to HR in the new millennium, employee engagement, emotional intelligence, and work-life balance.</li> <li>Recall the components and perspectives of the Balanced Score Card and elements of knowledge management.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the challenges, competencies, and paradigm shifts for HR in a dynamic and virtual Organisational environment.</li> <li>Describe the factors, barriers, and advantages associated with employee engagement and HR outsourcing.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Demonstrate the application of emotional intelligence and balanced scorecards in workplace scenarios to improve Organisational performance.</li> <li>Apply knowledge of work-life balance interventions and HR analytics to improve employee well-being and Organisational efficiency.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the factors influencing employee engagement, talent management processes, and the effectiveness of HR outsourcing.</li> <li>Examine the barriers to knowledge transfer and the implications of work-life balance on Organisational outcomes.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate HR strategies like knowledge management systems, talent management best practices, and Balanced Score Card implementations.</li> <li>Assess HR metrics and analytics to measure engagement, work-life balance, and overall employee experience.</li> </ul>				

	<p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design strategic HR initiatives integrating emotional intelligence, knowledge management, and HR analytics to enhance Organisational effectiveness.</li> </ul>								
<p><b>Course Content</b></p>	<p><b>Unit- I HR in the New Millennium</b>  New Competencies for HR Professionals. HR in a dynamic organisation. Role of HR in a virtual organisation. Economic, Political and Social Challenges in HR. The changing role of HR and HR transformation: Paradigm shift. Top critical issues to be addressed by HR</p> <p><b>Unit- II Employee Engagement &amp; HR Outsourcing</b>  <b>Employee Engagement:</b> Meaning, Concept and Definition, Related Constructs, Factors Affecting Engagement, Advantages, Barriers, Measuring Engagement, Survey for Engagement, Introduction to Employee Experience.  <b>HR Outsourcing-</b> Meaning, Concept and Definition, HRO types, Need for HRO, Advantages of HRO, and Limitations of HRO.</p> <p><b>Unit- III Emotional Intelligence &amp; Balanced Score Card</b>  <b>Emotional Intelligence:</b> Meaning, Concept and Definition, Four Clusters of Emotional Intelligence (with detailed sub-clusters), Importance of Emotional Intelligence at the Workplace, Introduction to Spiritual Quotient, IQ vs EQ vs SQ.  <b>Balanced Score Card-</b> Meaning, Concept and Definition, Four perspectives of BSC, Need and Importance of Balanced Score Card, Ingredients of successful BSC, BSC implementation process, Cases and demonstration of BSC</p> <p><b>Unit- IV: Talent Management &amp; Knowledge Management</b>  <b>Talent Management:</b> What are Talents in reference to TM?, Meaning, Concept and Definition of TM, Importance of TM, Talent Identification, TM Best Practices, TM Process.  <b>Knowledge Management-</b> Concept of Knowledge, Meaning, Concept and Definition of Knowledge Management, KM cycle, Advantages of KM system, Knowledge activities, Barriers to Knowledge Transfer, KM resources and techniques, Managing Knowledge workers</p> <p><b>Unit- V: Work-life Balance HR Metrics and Analytics</b>  <b>Work-life balance:</b> Importance, Meaning, Concept and Definition, Measures for Work-Life Balance. Reasons for imbalance, Consequences of Imbalance, Organisational-level intervention and Individual-level intervention for improving Work-life balance, Roles of different stakeholders in Work-life balance, Great Place to work  <b>HR Metrics and Analytics-</b> Introduction-Meaning, Concept and Types. Understanding Important HR Metrics tracked across the Overall Employee Journey and HR Dashboard.</p>								
<p><b>Mapping between Cos and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1	3	1	2	2	2	2	2	2
	CO2	3	1	2	2	2	2	2	2
	CO3	3	2	3	2	2	3	3	3
	CO4	3	2	3	3	3	3	3	3
	CO5	3	2	3	3	3	3	3	3
	CO6	3	2	3	3	3	3	3	3
<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand</li> <li>Kapoor, S. Human Resource Management (Text and cases), Texmann, 2015</li> <li>Uday Kumar (2013) Human Resource Management, OUP India.</li> <li>Sanghi, S. (2011) Human Resource Management, Macmillan Publishers India Ltd.</li> <li>Aswathappa (2015) Human Resource Management, 7e. McGraw Hill Education Pvt Ltd</li> </ol>								

<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	2				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Skill Development				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-C-10				
<b>Course Level</b>					
<b>Course Title</b>	Research Methodology				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define research and its types, characteristics, and importance.</li> <li>Identify the steps in the research process, criteria for research problems, and elements of a research proposal.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain ethical practices and their role in the research process.</li> <li>Discuss the concepts of hypothesis formulation, testing, and errors in hypothesis.</li> <li>Describe the characteristics of various research designs and methods.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Use appropriate research methodologies to collect and classify data.</li> <li>Design questionnaires, conduct interviews, and apply sampling techniques in research projects.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Differentiate between primary and secondary data sources and evaluate their suitability for specific research objectives.</li> <li>Analyse sampling errors and interpret statistical data for meaningful conclusions.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the quality of a research proposal or report based on established criteria.</li> <li>Assess the significance of literature reviews and data interpretation in research projects.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Develop effective research projects, business research proposals, and research reports.</li> <li>Create innovative solutions to research problems using appropriate</li> </ul>				

	methodologies.									
<b>Course Content</b>	<p><b>Unit- I Research - Meaning, Characteristics, Importance and Types</b> Research- Meaning, Characteristics, Importance, Types, Role of Research, Measures of a Good Research.</p> <p><b>Unit- II Research Process, Problem Identification, Hypothesis and Proposal</b> Research Process, Steps, Problem Identification, Criteria for Research Problem, Sources of Research Problem, Problem Formulation, Literature Review, Formulation of Hypothesis, Meaning &amp; Types, Hypothesis Testing Procedures, Error in Hypothesis, Research Proposal.</p> <p><b>Unit- III Research Design</b> Research Design, Exploratory, Descriptive and Experimental Research Design.</p> <p><b>Unit- IV Sources of Data, Sampling and Data Analysis</b> Sources of Data-Primary, Survey Methods, Personal Interviewing, Telephone Interviewing, Mail Survey, Questionnaire Design, Interview Schedule, Observation Method, Secondary Data, Attitude Measurement Scales, Types.</p> <p><b>Unit- V Report Writing and Presentation</b> Sampling Designs, Sampling Procedures, Types of Sampling, Errors in Sampling, Data Analysis and Interpretation, Editing, Coding, Classification and Tabulation, Report, – Types of Reports – Report Format, Research Report Criteria, Presenting.</p>									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	2	2	2	1	1	
	CO2	3	2	2	2	2	2	1	1	
	CO3	3	3	3	2	3	2	2	2	
	CO4	3	3	3	3	3	2	2	2	
	CO5	3	3	3	3	3	3	2	2	
	CO6	3	3	3	3	3	3	3	3	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Ranjit Kumar, RESEARCH METHODOLOGY a step-by-step guide for beginners, sage Publication,</li> <li>2. Bhandarkar, P.L. &amp; Wilkinson, T.S. (2016). Methodology and Techniques of Social Research. Himalaya Publishing House, Mumbai. Enhance,</li> <li>3. D.N., Elhance V. &amp; Aggarwal, B.M. (2018). Fundamentals of Statistics. Kitab Mahal, Mumbai.</li> <li>4. Ferber, R. &amp; Verdoon, P.J. (1962). Research Methods in Economics and Business. Macmillan, New York.</li> <li>5. Ghosh, B.N. (2015). Scientific Method and Social Research. Sterling Publishers, New Delhi.</li> <li>6. Goode, W.J. &amp; Hatt, P.K. (2022). Methods in Social Research. McGraw Hill, London.</li> <li>7. Gujarati, D., Porter, D.C. &amp; Pal, M. (2017). Basic Econometrics. Tata McGraw Hill, New Delhi.</li> <li>8. Gupta, S.P. (2021). Statistical Methods. S. Chand &amp; Company, New Delhi.</li> <li>9. Kothari, C.R. &amp; Garg, G. (2019). Research Methodology: Methods and Techniques. New Age International Publishers, New Delhi.</li> <li>10. Kurien, C.T. (1973). Research Methodology in Economics. Sangam Publishers, Madras.</li> <li>11. Moser, C.A. &amp; Kolton, C. (1979). Survey Methods in Social Investigation. Heinemann Educational Books, London.</li> <li>12. Wooldridge, J.M. (2019). Introductory Econometrics: A Modern Approach. South-Western Educational Publishing, Canada.</li> </ol>									

<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	2				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-C-11				
<b>Course Level</b>					
<b>Course Title</b>	Strategic Corporate Social Responsibility				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Students will be able to explain key philosophical concepts of Bharatiya Knowledge Systems including Karma, Birth–Death–Rebirth, Purusharthas, Paap–Punya, Moksha, and Way of Life.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Students will be able to describe concepts, importance, business case, scope, and implementation mechanisms of Strategic CSR.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Students will be able to apply Bharatiya value systems—Ritam, Vasudhaiva Kutumbakam, harmony with nature, and social ethics—to modern societal and organizational contexts.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Students will be able to analyse different types of CSR interventions, CSR in supply chains, workplace, environment, and communities, including strategic partnerships and sector-specific applications.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Students will be able to evaluate CSR measurement systems, ROI vs. SROI, monitoring mechanisms, reporting standards (GRI, ISO, SA8000), social auditing, and global compliance frameworks.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Students will be able to design strategic CSR interventions, develop CSR reports, and formulate solutions addressing emerging CSR trends, barriers, and sustainable competitive advantage.</li> </ul>				

<p><b>Course Content</b></p>	<p><b>Unit- I The Way of Life/ Jivan Darshan in Bharatiya Knowledge Systems</b>  Way of Life as Bharatiya Knowledge Systems, The implicit concepts in Bharatiya Knowledge Systems, Birth, Death, Rebirth, Law of Karma, Idea of Sukha, Ideal of Life, Paap-Punya, Muksha, Social viewpoint of Bharatiya Knowledge Systems, Co-existence of Nature and Human Nature, Manifold paths of Upasana, Value of Harmonious existence – Ritam, Idea of Vasudhaivkutumbkam, Bhartiya Vangmaya and its Implication of Wisdom in Social Life, Four Purusharthas of Bharatiya Knowledge Systems, Dharma, Artha, Kama and Moksha.</p> <p><b>Unit- II Strategic CSR and its Implementation</b>  Concept of Strategic CSR, Importance of Strategic CSR, CSR Strategy and Business Case, Scope of Business Case for CSR Action, Developing Business Case for CSR, Implementation of a CSR Strategy, Areas of Implementation, Area Initiatives, CSR in Supply Chain, in Workplace, in Marketplace, in Communities, in Environment, Types of CSR interventions, Benefits of CSR interventions, Designing a CSR intervention. Strategic Partners in interventions.</p> <p><b>Unit- III Metrics: Compliance, Monitoring, Measuring &amp; Reporting</b>  Metrics and their Importance in CSR, Monitoring CSR, Internal and External Compliance Monitoring, Focus of Measurement, ROI and SROI – Is there a difference, Reporting CSR, Importance of CSR Reporting, Benefits of CSR Reporting, CSR Report and Sustainability Report – Differences, Mandatory Requirement of CSR Compliance, Contents of Report, Formats of CSR Communication &amp; Reporting, Additional references to CSR Reporting, Social Auditing.</p> <p><b>Unit- IV Codes and Guideline of CSR</b>  Government initiatives in CSR-National Level, Codes of CSR, OECD Guidelines for Multinational Enterprises, ILO Conventions, ISO 9000, ISO 14000, ISO 26000, SA 8000, Leadership in Energy and Environment Design (LEED), GRI, Dow Jones Sustainability Indices, FTSE4Good, UN Global Compact</p> <p><b>Unit- V CSR Trends, Drivers and Barriers</b>  Emerging Trends in CSR, Concept based approach – Triple Bottom Line Approach and Competitive Advantage of corporate philanthropy, Drivers of CSR, Approaches to identify CSR Drivers, Understanding CSR Drivers, and Barriers to CSR Implementations, Company-Specific Barriers, and Overcoming Barriers of CSR, Advantages and Benefits – Trending the Future.</p>									
<p><b>Mapping between Cos and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>1. Paleri, Prabhakaran, (2020). Corporat Social Responsibility: Concept, Cases and trends, Cengage Lerner India Pvt. Limited, New Delhi</li> <li>2. Srinivasan Anand (2014) Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi.</li> <li>3. Chatterji Madhumita (2014) Corporate Social Responsibility, Oxford University Press, New Delhi.</li> <li>4. CII-PwC Handbook on Corporate Social Responsibility in India.</li> <li>5. Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices.</li> </ol>									

	<ol style="list-style-type: none"> <li>6. Garg Kamal, (2014) Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1/4/2014, Bharat Law House, New Delhi.</li> <li>7. Mukharjee Harsha (2016) Sustainable CSR, Himalaya Publishing House.</li> <li>8. Kapoor Kapil, Singh Avadesh (2021). Indian Knowledge Systems Vol I &amp; II, Indian Institute of Advanced Studies, Shimla, H.P.</li> <li>9. B. mahadevan. Introduction to Indian Knowledge Systems, IISC, Bangalore.</li> <li>10. R.C. Majumdar, Ancient India, Motilal Banarsidas Publishers, new Delhi.</li> <li>11. Basham, A.L., (ed). A Cultural History of India, Sabda, Sri Aurobindo Ashram, Pondicherry, 1972.</li> </ol>
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	2				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective)				
<b>Course Subtype</b>	Skill Development				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	HR-E-12-A				
<b>Course Level</b>					
<b>Course Title</b>	Communication Skills				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total:4</b>
<b>Effective Form</b>	Academic Year: 2026-27				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define key concepts of communication, including types, channels, barriers, and principles of effective communication.</li> <li>Identify the components and processes of verbal and non-verbal communication.</li> <li>Recall the essentials of business letters, reports, and interview skills.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the nature, scope, and importance of communication in a managerial context.</li> <li>Describe the relationship between verbal and non-verbal communication and their impact on the communication process.</li> <li>Discuss barriers to effective communication and ways to overcome them.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply the principles of effective communication to create structured business letters, memos, reports, and presentations.</li> <li>Demonstrate negotiation and interview skills in business scenarios.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the effectiveness of communication channels and Organisational communication systems.</li> <li>Identify the reasons behind communication breakdowns and evaluate strategies to mitigate these barriers.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Assess the effectiveness of listening and presentation skills in achieving business communication objectives.</li> <li>Evaluate the appropriateness of negotiation strategies in different business contexts.</li> </ul>				

	<p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design effective communication strategies, incorporating verbal, non-verbal, and written communication techniques for various business situations.</li> </ul>									
<p><b>Course Content</b></p>	<p><b>Unit- I Nature and Scope of Business Communication</b>  <b>Introduction:</b> Meaning and concept, nature of communication, classification of communication, process of communication, purpose of communication, scope of communication, functions of communication, evaluation of communication effectiveness, Organisational communication, Need of communication skills in manager, communication process- one-way process and two-way process model.  <b>Channels of Communication:</b> Channels based on Organisational structure: Formal and informal advantages and disadvantages, Communication on direction: upward and downward, lateral and horizontal, diagonal and crosswise communication, inward and outward communication.</p> <p><b>Unit- II Verbal and Non-Verbal Communication</b>  <b>Verbal communication:</b> Oral communication- meaning, characteristics, methods, advantages, disadvantages, tips for effective oral communication. Written communication- meaning, methods, characteristics, advantages and disadvantages.  <b>Non-Verbal communication:</b> Introduction, characteristics, relationship of non-verbal message and with verbal message, aspects of body language, effective use of body language.</p> <p><b>Unit- III Barriers to communication</b>  <b>Communication barriers:</b> Meaning and concept, categorization of barriers: Semantic barriers, organisational barriers, interpersonal barriers, individual or psycho-sociological barriers, cross-cultural and geographic barriers, physical barriers, technical aspects in communication barriers, measures to overcome barriers in communication.  <b>Principles of effective communication:</b> Seven C's of effective communication, the four S's of communication.</p> <p><b>Unit- IV Listening skills and Presentation skills</b>  <b>Listening Skills:</b> Meaning and concept, listening process, personal characteristics and listening, types of faulty listening, barriers to listening, effective listening, do's and dont's of listening. <b>Presentation Skills:</b> Meaning and concept, Presentations in a business, six great helpers: 5Ws and 1 H.  <b>Public speaking:</b> Meaning and concept, Activities involved in public speaking.</p> <p><b>Unit- V Other forms of Communication</b>  <b>Negotiation Skills:</b> Meaning and concept, nature of negotiation, factors affecting negotiation, negotiation process, bargaining strategies, guidelines for successful negotiation.  <b>Business Letters and Reports:</b> Meaning and concept, essentials of a business letter, Parts of business letter, letters to staff, notice, circulars and memo, report- meaning, types, essentials of a good report.  <b>Interview skills:</b> Meaning, types, structure, attending interviews, Job application letter and CV.</p>									
<p><b>Mapping between Cos and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	2	2	2	1	1	
	CO2	3	3	2	2	2	2	1	1	
	CO3	3	3	3	3	3	2	2	2	
	CO4	3	3	3	3	3	2	2	2	
	CO5	3	3	3	3	3	3	2	2	
	CO6	3	3	3	3	3	3	3	3	

<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Sehgal, M.K., &amp; Khetarpal, V. (2016) Business Communication, Third edition, Excel books Delhi.</li> <li>2. Madhukar, R. K. (2010) Business Communication, 2nd edition, Vikas Publication house Noida.</li> <li>3. Pal Rajendra, &amp; Korlahalli (2011) J.S. Essentials of Business Communication, Sultan Chand &amp; sons</li> <li>4. Bahl, S. Business Communication Today, Sage Publications</li> <li>5. Sinha, A., &amp; Sing, N. (2013) Business Communication Skills, 2<sup>nd</sup> ed., Vrinda Publications Pvt ltd.</li> <li>6. Raman, M. &amp; Singh, P. Business Communication, Second ed., Oxford higher education.</li> <li>7. Bhatia, R. C. (2008) Business Communication, Ane Books India.</li> </ol>
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>MA (HRD)</b>				
<b>Semester</b>	<b>4</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Minor (Elective)</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Intra-disciplinary</b>				
<b>Course Code</b>	<b>HR-E-12-B</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Organisational Psychology</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and explain the nature, scope, and subfields of Organisational Psychology</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>The relevance of organisational psychology in contemporary workplace issues and challenges.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Demonstrate the use of psychological, personality, and intelligence tests in assessing employee behaviour, adjustment, and abilities in organisational contexts.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Critically examine the strengths, weaknesses, advantages, and disadvantages of psychological testing methods, personality inventories, and intelligence measures.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Assess the practical applications of various psychological tools and ergonomic practices in organisational settings.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design psychologically sound interventions, test applications, and ergonomic strategies to enhance organisational productivity, employee well-being, and workplace efficiency.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- I Introduction to Organisational psychology</b>  <b>Organisational Psychology:</b> Definition, Nature, Scope of Organisational Psychology, Subfields of Organisational Psychology, Contemporary issues and challenges</p> <p><b>Unit- II Psychological Test</b>  <b>Psychological Test:</b> Definition, Nature, Steps in test development, Classifications of psychological test, Advantages and disadvantages of testing.</p> <p><b>Unit- III Personality Test</b>  <b>Personality Test:</b> Bell Adjustment Inventory, California test, Minnesota Multiphasic Personality Inventory, Guilford Zimmerman Temperament Survey, Projective Test, Rorschach Ink Blot Test, Thematic Appreciation Test, Situational Test.</p> <p><b>Unit- IV Intelligence Test</b>  <b>Intelligence Test:</b> Test of intelligence, the Stanford- Binet Test, Standard Progressive Matrices, Wechsler scale, Otis test, Wonderlic, Multifactor tests, Test of Mechanical ability, Test of Clerical ability, Test of Interest and other tests.</p> <p><b>Unit- V Ergonomics: Man and Machine</b>  <b>Ergonomics:</b> Approaches, Motion and Time study, Principles of motion economy, Problems faced in application of ergonomics.</p>									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	1	1	2	1	1	
	CO2	3	3	2	2	2	2	1	1	
	CO3	3	3	3	3	2	3	2	2	
	CO4	2	3	3	3	3	2	2	2	
	CO5	2	3	3	3	3	3	3	2	
	CO6	2	3	3	3	3	3	3	3	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>Blum W.L, (1984), Industrial Psychology- CBS Publisher and Distributors, New Delhi</li> <li>P.K. Gosh &amp; M.B. Ghorpade, (1998), Industrial Psychology- Himalaya Publishing House, Mumbai</li> <li>Srivastava &amp; S. Kumar, (1990), Industrial Psychology- Printwell Publishers, Jaipur</li> <li>Chaube SP, (2000) Industrial Psychology- Himalaya Publishing House, Mumbai</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks									