



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/૧૩૬૫૨/૨૦૨૬  
તા.૨૩-૦૬-૨૦૨૬

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

**વિષય :-** Master of Arts in Human Resource Development ના સેમેસ્ટર-૩ અને ૪ ના અભ્યાસક્રમ બાબત.

સુજાશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર Master of Arts in Human Resource Development ના સેમેસ્ટર-૩ અને ૪ ના અભ્યાસક્રમને મંજૂર કરવા અંગે એચ.આર.ડી. અને લેબર વેલફેર વિષયની અભ્યાસ સમિતિની તા. ૧૩/૦૨/૨૦૨૬ની સંયુક્ત સભાનાં ઠરાવ ક્રમાંક:૨ અન્વયે કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા. ૧૦/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૦૨ થી કરેલ ભલામણ સ્વીકારી એકેડેમિક કાઉન્સિલની તા. ૧૮/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૪૪ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

*W. P. P.*  
કુલસચિવ હજી

પ્રતિ,  
૧) ડીનશ્રી, વિનયન વિદ્યાશાખા.  
૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.  
.....તરફ જાણ તેમજ અમલ સારું.

**Master of Arts in Human Resource  
Development**

**Semester 3 and 4 to be implemented from  
2026-2027**

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**Master of Arts in Human Resource Development**

**Semester 3 and 4 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 recognized 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>

	<b>PO8: Practical Application:</b> Integrate academic knowledge with practical experiences gained through internships and project work to address real-world HR challenges effectively.								
<b>Program Specific Outcomes (PSO)</b>	<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>								
<b>Mapping between POS and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	PO1	3	3	3	3	3	3	3	3
	PO2	3	2	3	2	3	2	3	2
	PO3	3	2	3	2	3	3	2	3
	PO4	2	1	3	2	3	2	2	3
	PO5	2	3	2	3	2	1	2	2
	PO6	3	2	3	2	3	3	2	3
	PO7	2	2	2	3	2	2	3	3
	PO8	3	2	3	2	3	3	3	3

<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 (30)			External Marks		Total	
					TH	PR	TH	Internal	TH	PR	Internal test	Assignment/ Viva Voce	Attendance	TH	PR	TH	PR
<b>MAJOR</b>	HR-C-11	Labour Legislation – III	Labour Legislation – III	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-C-12	Industrial Relations - I	Industrial Relations - I	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-C-13	Human Resource Development	Human Resource Development	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-C-14	Organisational Development	Organisational Development	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
<b>ELECTIVE (Any One)</b>	HR-E-15-A	International Human Resource Management	International Human Resource Management	Ability Enhancement	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-E-15-B	Corporate Governance and Sustainability	Corporate Governance and Sustainability	Ability Enhancement	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	3				
<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-11				
<b>Course Level</b>					
<b>Course Title</b>	Labour Legislation- III				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Recall the objectives, key provisions, and applicability of major labour legislations such as the Maternity Benefit Act, Equal Remuneration Act, Payment of Wages Act, Payment of Bonus Act, Bombay Industrial Relations Act, and Child Labour Act.</li> <li>Identify disciplinary procedures and requirements of a fair domestic inquiry.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the significance of labour legislations in ensuring social justice, gender equality, and worker protection.</li> <li>Describe the legal processes for disciplinary action and grievance handling under different Acts.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply provisions of the relevant labour laws to practical workplace scenarios and case studies</li> <li>Demonstrate the procedure of domestic inquiry and disciplinary action in compliance with legal requirements.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the effectiveness of different labour legislations in addressing industrial disputes, wages, and working conditions.</li> <li>Examine the implications of child labour regulations and gender equality provisions on workforce participation.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the adequacy of existing legislations in promoting fair labour practices and safeguarding employee rights.</li> <li>Assess the impact of disciplinary mechanisms and domestic inquiries on industrial harmony.</li> </ul>				

	<b>CO6- Creating</b> <ul style="list-style-type: none"> <li>Design compliance frameworks and HR policies aligned with labour legislations.</li> <li>Propose strategies for improving the implementation and enforcement of labour welfare laws.</li> </ul>								
<b>Course Content</b>	<ul style="list-style-type: none"> <li>The Maternity Benefit Act of 1961</li> <li>The Equal Remuneration Act, 1976</li> <li>Disciplinary Action and Domestic Inquiry</li> <li>The Payment of Bonus Act, 1965</li> <li>The Payment of Wages Act, 1936</li> <li>The Bombay Industrial Relations Act, 1946</li> <li>The Child Labour (Prohibition and Regulation) Act, 1986</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	2	2	1	1
	CO3	3	3	3	3	2	2	2	2
	CO4	2	3	3	3	3	3	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>Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.</li> <li>Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.</li> <li>Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.</li> <li>Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.</li> <li>Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.</li> <li>Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.</li> <li>Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.</li> <li>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>Labour Law Reporter.</li> <li>Labour Law Journal.</li> </ol>								
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.								
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks								

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	3				
<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-12				
<b>Course Level</b>					
<b>Course Title</b>	Industrial Relation- I				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define key concepts and principles of industrial relations (IR), trade unionism, collective bargaining, and worker participation in management (WPM).</li> <li>Identify relevant provisions of the Industrial Disputes Act, 1947, and the Trade Union Act, 1926.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the nature, significance, and approaches to industrial relations and trade unions.</li> <li>Describe the causes, forms, and impacts of industrial conflicts and disputes, as well as grievance redressal mechanisms.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply knowledge of collective bargaining processes and WPM frameworks to resolve industrial disputes and enhance workplace harmony.</li> <li>Demonstrate the use of grievance redressal mechanisms and trade union laws to address workplace grievances effectively.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the impact of industrial conflicts, disputes, and union activities on industrial relations.</li> <li>Examine the changing dimensions of IR in India, considering legislative and socio-economic factors.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of IR approaches, collective bargaining, and WPM practices in the Indian industrial context.</li> <li>Assess the significance of grievance redressal mechanisms in improving IR and resolving workplace conflicts.</li> </ul>				

	<b>CO6- Creating</b> <ul style="list-style-type: none"> <li>Design strategies for effective IR programs incorporating collective bargaining, WPM, and grievance resolution practices.</li> </ul>									
<b>Course Content</b>	<b>Unit- I Industrial Relations</b> <b>Industrial Relations:</b> Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop’s, Requirements of a good IR program, changing dimensions of IR in India.  <b>Unit- II Industrial Conflicts &amp; Disputes</b> <b>Industrial Conflicts &amp; Disputes:</b> Concept, nature, causes, and forms of disputes, the impact of conflicts and disputes on industrial relations. Industrial Dispute Act, 1947 – Objective, authorities, power, and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.  <b>Unit- III Trade Unionism</b> <b>Trade Unionism:</b> Concept, need, development and forms of unions, level of unions, union issues, the role of the union in mergers and acquisitions Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.  <b>Unit- IV Collective Bargaining</b> <b>Collective Bargaining:</b> Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.  <b>Unit- V Worker’s Participation in Management</b> <b>Worker’s Participation in Management:</b> Concept, significance, pre-requisites of WPM, levels, and forms of WPM, WPM in the Indian context. <b>Grievance Redressal:</b> Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.									
<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	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>	1. Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication 2. Chabra T.N., (2018): Human Resource Management Concept and Issues, 1st edition Dhanpat Rai Publications. 3. Monappa A., (2017): Industrial Relations and Labour Laws, 2nd edition, McGraw Hill Publication 4. Yoder D., (2016): Personnel Management & Industrial Relations, 5th edition, Prentice Hall Inc. 5. Rao S. P., (2011): Essentials of Human Resource Management & Industrial Relations, 2 <sup>nd</sup> edition, Himalayan Publications. 6. Ratnam, C.V. Industrial Relations. New Delhi: Oxford Higher Education. 7. Sarma, A. (2002). Industrial Relations. Mumbai: Himalaya Publication House.									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	3				
<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-13				
<b>Course Level</b>					
<b>Course Title</b>	Human Resource Development				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the basic concepts, characteristics, objectives, and need for HRD.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the historical development, mechanisms, processes, and systems of HRD.</li> <li>Describe the principles of HRD planning, design, and the role of HRD managers, line managers, and CEOs.</li> <li>Discuss the concepts of HRD climate, organisational culture, and their relationship with Indian context.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply HRD systems and mechanisms to enhance organisational effectiveness.</li> <li>Use performance management processes and HRD audits to improve organisational outcomes.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the differences between HRD and personnel management, and between performance appraisal and performance management.</li> <li>Examine factors influencing HRD climate, organisational culture, and employee potential.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate HRD planning and organizing strategies in Indian industry.</li> <li>Assess HRD audits, performance management practices, and approaches to employee empowerment.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design frameworks for potential appraisal and empowerment strategies to strengthen HRD in organizations.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- I Introduction to HRD</b> Historical Development, Concept, Characteristics of HRD, Objectives of HRD, Need for HRD, Challenges, HRD as a Total system, HRD and Personnel Management, HRD mechanisms, HRD processes, HRD outcomes, Organisational Effectiveness, Challenges for HRD.</p> <p><b>Unit- II HRD Planning and Organising</b> Planning and organising HRD system, Principles of Designing HRD systems, Role of Line manager and CEO in HRD, HRD in Indian Industry, Competencies Needed by HRD Managers</p> <p><b>Unit- III HRD Climate and Culture</b> Concept of Climate and Culture, Components of Culture, Culture formation, HRD climate, factors affecting HRD Climate, Indian Culture and HRD, The Development Dimensions.</p> <p><b>Unit- IV HRD Audit and Performance Management</b> <b>HRD Audit:</b> Introduction to HRD Audit, Objectives of HRD Audit, Elements of HRD Audit, HRD Audit Process <b>Performance Management:</b> Introduction to Performance Management, Difference between Performance Appraisal System and Performance Management System, Definitions of Performance Management, Objectives of Performance Management, Purpose of Performance Management, Performance Management process</p> <p><b>Unit- V Potential Appraisal and Employee Empowerment</b> <b>Potential appraisal:</b> Meaning and concept. Need, Purpose, Characteristics, Process and Techniques of Potential Appraisal. Parameters or Indicators indicating potential. <b>Employee Empowerment:</b> Concept of employee empowerment, Elements of empowerment; Approaches to empowerment; Importance of empowerment; Barriers to empowerment.</p>								
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
CO1	3	2	2	2	2	2	2	1	1
CO2	3	3	2	2	2	2	2	1	1
CO3	3	3	3	3	3	3	2	2	2
CO4	3	3	3	3	3	3	2	2	2
CO5	3	3	3	3	3	3	3	2	2
CO6	3	3	3	3	3	3	3	3	3
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Pareek U. (2015) Designing and Managing Human Resource Systems, Oxford &amp; IBH</li> <li>2. Rao T.V. (2003) Future of HRD, Mcmillan.</li> <li>3. Rao T.V. (1996) Human Resource Development, Sage.</li> <li>4. Rao T.V. (1991) Readings in Human Resource Development, Oxford and IBH.</li> <li>5. Rao T.V. (1998) HRD Missionary, Oxford &amp; IBH.</li> </ol>								
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.								
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks								

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	3				
<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-14				
<b>Course Level</b>					
<b>Course Title</b>	Organisational Development				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the concepts, Nature, Definition, Meaning of Change, Development and Diagnosis</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>A comprehensive understanding of the key theories organisational development.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply various OD interventions and techniques (e.g., team building, process consultation, appreciative inquiry).</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Develop the ability to diagnose organisational issues, Analyse challenges, and identify areas for improvement.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Apply OD concepts to real-world scenarios and evaluate organisational challenges for effective solutions.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design and implement appropriate OD interventions based on Organisational needs</li> </ul>				

<p><b>Course Content</b></p>	<p><b>Unit- I Introduction to organisational change</b>  Organisational Change: Introduction, Nature, Definition, Meaning, Types of change, Forces to change- Models- Kurt Levin’s three step model, Action Research Model, Force field analysis.  Resistance to change: Causes, forces for resistance to change, overcoming resistance to change.</p> <p><b>Unit- II Introduction to organisational development and diagnosis</b>  Organisational Development: Introduction, Nature, Definition, Meaning, foundation, characteristics, objectives, assumptions and values of OD, OD process, emergence of OD as an applied behavioural science.  Diagnosis: Meaning, Process of Diagnosis. Marvin Weisbord’s’ Six Box Model for Diagnosis, techniques, Typology of organisations, performance gap.</p> <p><b>Unit- III OD interventions</b>  <b>OD Interventions:</b> Meaning, O.D. Interventions: Team Interventions - Inter group Interventions - Personal, Interpersonal and Group Process Interventions - Comprehensive Interventions - Structural Interventions, Work Redesign, Quality of Work Life (QWL), Management by Objectives (MBO), Quality Circles (QC), organisation mirroring, Sensitivity Training, Transactional Analysis. Career Planning, Team Building, Survey Feedback, Rensis Likert’s System 4 Management, Grid OD, third party peace making.</p> <p><b>Unit- IV Change agents</b>  <b>Change agents:</b> Role, characteristics, types, functions, model of change Agents. Relation with the client system, power and participative styles, Organisational renewal and re-energizing, Role of creativity and innovation Institution Building.</p> <p><b>Unit- V Implementation and assessment of OD</b>  Implementations and Assessments of O.D Implementation Conditions for Failure and Success of O.D Efforts. Assessment of O.D and Change in Organisational Performance - The impact of O.D. OD in context of liberalization, privatization, in public sector, case studies</p>								
<p><b>Mapping between Cos and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1	3	2	2	1	1	1	1	1
	CO2	3	3	2	2	2	2	1	1
	CO3	3	3	3	3	2	2	2	2
	CO4	2	3	3	3	3	3	2	2
	CO5	2	3	3	3	3	3	3	2
	CO6	2	3	3	3	3	3	3	3
<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>1. Thomas G Cummings and Christopher G. Worley, Organisational Development and Change.</li> <li>2. V. S. P. Rao, Organization Development: Accelerating Learning and Transformation.</li> <li>3. L. S. Srivastava, Organisational Change and Development in India: Strategies and Implementation.</li> <li>4. T. V. Rao, Organization Development and Change.</li> <li>5. Kavita Singh, Organisational Behaviour: Text and Cases.</li> <li>6. S. Ramnarayan and T. V. Rao, Organisational Development: Indian Perspectives.</li> <li>7. R.K. Sahu, Organization Development: Change and Transformation.</li> <li>8. French. L. Wendell, Bell. H. Cecil and Vohra Veena, Organization Development – Behavioural Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi</li> </ol>								

<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	3				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major (Elective)				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-E-15-A				
<b>Course Level</b>					
<b>Course Title</b>	International Human Resource Management				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO- Remembering</b></p> <ul style="list-style-type: none"> <li>• Concepts, scope, drivers, and challenges of International HRM and differentiate it from domestic HRM.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>• Understanding the models of international Human Resource Management</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>• Apply international staffing approaches and Organisational structures in global HRM contexts</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>• Analyse the roles of expatriates, causes of their failure, and processes of adjustment, training, and development (repatriation &amp; in- patriation).</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>• Evaluate expatriate performance appraisal systems, global compensation practices, and social security schemes across countries.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>• Design strategic IHRM practices to manage mergers, acquisitions, cross-border alliances, and international industrial relations effectively.</li> </ul>				
<b>Course Content</b>	<b>Unit- I Introduction to International Human Resource Management</b>				

	<p><b>International Human Resource Management:</b> Definition, Concept, Scope, Models, Difference between domestic and international HRM, Issues and Challenges of International HRM, Drivers of International HRM.</p> <p><b>Unit- II International Staffing and Organisational structure</b>  <b>International staffing:</b> Staffing, Approaches to International Staffing, Ethnocentric approach, Polycentric approach, Geocentric approach, Regiocentric approach.  <b>Organisational Structure:</b> Export, Sales subsidiary, International Division, Global product/Area Divisions, Matrix Structure, Mixed Structure.</p> <p><b>Unit- III Introduction to expatriates, Repatriation, In- patriation and Training and Development of International Staff development</b>  <b>Expatriate:</b> Meaning, Different Roles of Expatriate, Reasons for Expatriates failure, process of adjustment.  <b>Training and development of International Staff:</b> The deployment cycle for international assign assignments, Design of training for overseas assignment, Repatriation, In-patriation.</p> <p><b>Unit- IV Performance appraisal and Global compensation system</b>  <b>Performance appraisal for Expatriates:</b> Factors influencing Expatriates performance, criteria to be used for appraisal of Expatriates Staff performance review practices of various countries.  <b>Global compensation system:</b> The existing compensation system, The changing environmental pressures, New approaches of compensation, ongoing rate approach and balance sheet approach, local plus.</p> <p><b>Unit- V Merger &amp; Acquisition and Social Security schemes</b>  <b>Social Security Schemes in different countries:</b> Statutory social security scheme, Federalrepublic of Germany, U.K., U.S.A. and Russia.  <b>Merger and acquisition:</b> International HRM alliance, cross border merger, acquisition, International industrial relations.</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>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>3</td> <td>2</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO4</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO5</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO6</td> <td>2</td> <td>3</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	2	2	1	1	1	1	1	CO2	3	3	2	2	2	1	1	1	CO3	3	3	3	3	2	2	2	2	CO4	2	3	3	3	3	3	2	2	CO5	2	3	3	3	3	3	3	2	CO6	2	3	3	3	3	3	3	3
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<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>1. Dowling Peter J, Marion Festing, Allen D. Engle, Sr. International Human Resource Management. Cengage Learning.</li> <li>2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.</li> <li>3. S. C. Gupta, (2006), Text Book of International Human Resource Management, New Delhi.</li> </ol>																																																															
<p><b>Teaching Methodology</b></p>	<p>Interactive lectures, Role- play, Self-assessment tools, Cases &amp; discussions.</p>																																																															
<p><b>Evaluation Method</b></p>	<p>Internal Assessment: 30 Marks  External Assessment: 70 Marks</p>																																																															

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	3				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective)				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-E-15-B				
<b>Course Level</b>					
<b>Course Title</b>	Corporate Governance and Sustainability				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and recall the key concepts, need, importance, benefits, and parties of Corporate Governance.</li> <li>Identify major global and Indian reports, committees, and codes of Corporate Governance</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain various theories of Corporate Governance (Agency, Stewardship, Stakeholder, Resource Dependence, Legitimacy, Social Contract).</li> <li>Describe the evolution and frameworks of Corporate Governance in public enterprises and global contexts (Anglo-American, German, Japanese, Indian models).</li> <li>Interpret sustainability principles (Triple Bottom Line, Planet–People–Profit) and frameworks like GRI, BRSR, Integrated Reporting, and ISO 26000.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply Corporate Governance principles to evaluate board structures, roles, and responsibilities in real-life corporate scenarios.</li> <li>Use sustainability metrics and KPIs to measure and report organisational environmental, social, and governance (ESG) performance.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Differentiate between global Corporate Governance models and Indian perspectives.</li> <li>Analyse the role of ethics, culture, and leadership in strengthening Corporate Governance.</li> <li>Examine gaps in sustainability practices and reporting frameworks across industries.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Critically evaluate the effectiveness of Corporate Governance reports,</li> </ul>				

	<p>committees, and regulatory frameworks in improving transparency and accountability.</p> <ul style="list-style-type: none"> <li>Assess corporate sustainability performance using GRI, BRSR, and Integrated Reporting frameworks.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design governance frameworks that integrate ethics, accountability, and stakeholder engagement.</li> <li>Develop sustainability strategies and reporting structures aligned with SDGs, ESG metrics, and organisational goals.</li> </ul>
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<b>Course Content</b>	<p><b>Unit- I Introduction to Corporate Governance</b>          Concept of Corporate Governance, the need for Corporate Governance, importance of Corporate Governance, benefits of Corporate Governance, parties to the Corporate Governance, Corporate Governance in Public Enterprises: A New Framework, A Historical Perspective, Ethics and Corporate Governance.</p> <p><b>Unit- II Theories and Model</b>          Agency Theory, Stewardship Theory, Stakeholder Theory, Resource Dependence Theory, Legitimacy Theory, Social Contract Theory, Popular Models for Governance i.e. The Anglo-American Model, The German Model, The Japanese Model, The Indian Perspectives.</p> <p><b>Unit- III Committees and Reports</b>          The Cadbury Report, The Greenbury Report, The Hampel Report, The Turnbull Report, The Higgs Report, The Smith Responsibility, Redraft of the Combined Code, Indian Committees – The Kumarmangalam Birla Committee on Corporate Governance 2001.</p> <p><b>Unit- IV Introduction to Sustainability</b>          Definition, Scope, and Importance of Sustainability, Evolution of the Concept: From <b>Brundtland Report (1987)</b> to Present, Dimensions of Sustainability: <b>Environmental, Social, Economic</b>, Principles of Sustainable Development, Framework for sustainability: Triple Bottom Line (People, Planet, and Profit), Sustainable Development Goals (SDGs) – UN 2030 Agenda.</p> <p><b>Unit- V Sustainability - Measurement, Reporting &amp; Emerging Trends</b>          Sustainability Metrics and KPIs, Sustainability Reporting: Global Reporting Initiative (GRI), BRSR (India), Integrated Reporting (IR), SASB, and ISO 26000 Guidance on Social Responsibility, Diversity, and Equity &amp; Inclusion (DEI).</p>
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<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	1	1	1	1	1	
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	CO6	2	3	3	3	3	3	3	3	

<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Das Subhash Chandra (2013) Corporate Governance, PHI Learning Pvt. Ltd.</li> <li>2. Rani Geeta D, Mishra R.K. (2008) Corporate Governance, Excel Books</li> <li>3. Banerjee Preeta M. (2010) Social Responsibility and Environmental Sustainability in Business, Response Books</li> <li>4. Jain Arvind, Jain Nisha (2012) Corporate Governance and Social Responsibility, RBSA Publishers</li> <li>5. Joshi Vasudha (2004) Corporate Governance: The Indian Scenario, Cambridge University Press</li> <li>6. Kaen Fred R. (2018) A Blueprint for Corporate Governance, PHI Learning Pvt. Ltd.</li> <li>7. Bhatt Bimal CA (2016) Indian Corporate Citizenship, Himalaya Publishing House</li> </ol>
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks

**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 (30)			External Marks		Total	
					TH	PR	TH	Internal	TH	PR	Internal test	Assignment/ Viva Voce	Attendance	TH	PR	TH	PR
<b>MAJOR</b>	HR-C-16	Learning and Development	Learning and Development	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-C-17	Compensation and Reward Management	Compensation and Reward Management	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-C-18	Strategic HRM	Strategic HRM	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	HR-C-19	Industrial Relation-II	Industrial Relation-II	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
											Internal Marks			External Marks			
	HR-C-20	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>	4				
<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-16				
<b>Course Level</b>					
<b>Course Title</b>	Learning and Development				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the concepts, scope, and significance of training and development.</li> <li>Identify training needs assessment (TNA) methods, instructional design models, and training delivery techniques.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the relationship between training, performance improvement, and strategic HRD.</li> <li>Describe adult learning principles, training methods, and evaluation models.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply TNA processes to identify organisational, task, and individual training needs.</li> <li>Demonstrate the design of training modules, lesson plans, and delivery strategies.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse training needs using data-driven approaches and align them with organisational goals.</li> <li>Examine the effectiveness of training methods in different organisational contexts.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate training programs using models such as Kirkpatrick, CIPP, and ROI.</li> <li>Assess the competencies of trainers and the effectiveness of facilitation techniques.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design comprehensive training programs integrating learning principles, training methods, and evaluation mechanisms.</li> <li>Develop innovative strategies for continuous improvement and reinforcement of training outcomes.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- I Fundamentals of Training</b>  Concept, scope, and significance of training, Objectives and benefits of training, Training as a strategic HRD intervention, Relationship between training and performance improvement, Current trends and challenges in training</p> <p><b>Unit- II Training Needs Assessment (TNA)</b>  Importance and process of TNA, Levels of TNA: Organisational, task, and individual, Methods of TNA: Questionnaires, interviews, observation, skill-gap analysis, Prioritising training needs and aligning with business goals</p> <p><b>Unit- III Learning Principles &amp; Training Design</b>  Adult learning principles (Andragogy vs. Pedagogy), Motivation and learning style, Instructional design models: ADDIE, Bloom’s Taxonomy for learning objectives, Designing training modules and lesson plans, Preparing training materials and trainers’ manuals</p> <p><b>Unit- IV Training Methods &amp; Delivery</b>  On-the-job training: Job rotation, coaching, mentoring, and apprenticeship. Off-the-job training: Lectures, case studies, role plays, simulation, business games, T-Groups, Experiential and outdoor training programs, Technology-enabled learning: E-learning, virtual classrooms, gamification, microlearning, Trainer competencies, facilitation techniques, and handling learner resistance.</p> <p><b>Unit- V Training Evaluation and Follow-up</b>  Need for evaluation and challenges, Models of evaluation: Kirkpatrick’s Four Levels, CIPP Model, Phillips ROI Model, Measuring behavioural change and business impact, Post-training reinforcement strategies, Continuous improvement in training programs</p>																																																															
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Blanchard, P. Nick &amp; Thacker, James W. – Effective Training: Systems, Strategies, and Practices (Pearson)</li> <li>2. Goldstein, Irwin L. &amp; Ford, J. Kevin – Training in Organizations (Wadsworth)</li> <li>3. Rao, P. L. – Training and Development (Excel Books)</li> <li>4. Lynton, R. &amp; Pareek, U. – Training for Development (Sage Publications)</li> <li>5. Noe, Raymond A. – Employee Training and Development (McGraw-Hill)</li> </ol>																																																															
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.																																																															
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**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

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<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	4				
<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-17				
<b>Course Level</b>					
<b>Course Title</b>	Compensation and Reward Management				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the fundamental concepts, components, and frameworks of reward and compensation management.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain reward strategies, total rewards, wage administration, and incentive systems.</li> <li>Describe factors influencing compensation, wage policies, and theories of wage determination.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply principles of compensation design, pay structures, and incentive systems to organisational contexts.</li> <li>Use intrinsic and extrinsic rewards to enhance employee motivation and engagement.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse contextual factors affecting reward management and best-fit strategies.</li> <li>Examine wage differentials, job evaluation methods, and compensation as a retention strategy.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of compensation policies, reward systems, and performance-based pay mechanisms.</li> <li>Assess the significance of non-financial rewards and fringe benefits in Indian organizations.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design comprehensive compensation, reward, and benefits strategies aligned with organisational goals.</li> <li>Develop integrated incentive schemes to improve motivation and retention.</li> </ul>				

<p><b>Course Content</b></p>	<p><b>Unit- I Reward Management &amp; Strategy</b>  <b>Reward Management:</b> Concept and meaning. The reward management Framework: Aims of reward management, Achieving the aims in general, Achieving the specific aims. Contextual Factors for best fit, effective reward management, Components of Reward system.  <b>Reward Strategy:</b> Concept and meaning, Structure of reward strategy, Developing reward strategy and its implementation.</p> <p><b>Unit- II Total Rewards &amp; Non-Financial Rewards</b>  <b>Total Rewards:</b> Concept and meaning, Elements of Total rewards, Models of Total Rewards  <b>Non-Financial Rewards:</b> Introduction, Significance, Types, Individual extrinsic rewards, Individual intrinsic rewards, Collective extrinsic reward, Collective intrinsic rewards.</p> <p><b>Unit- III Compensation Management</b>  <b>Compensation Management:</b> Concept and Meaning, Objectives, Importance, Components, Dimensions and Factors influencing compensation management. Designing Compensation Management, Equity in Compensation-achieving internal and external equity, How to construct pay structure: Traditional structure and broadband. Compensation as a retention strategy, Framework for Compensation Policy.</p> <p><b>Unit- IV Wage Administration &amp; Job Evaluation</b>  <b>Wage Administration:</b> Meaning, elements in wage and salary administration, wage determination process, different methods of wage fixation, an overview of different theories of wages, types of wages: living wage, fair wage, need-based wage. Wage differentials: Importance of wage differentials, objectives of national wage policy.  <b>Job evaluation:</b> Concept and Meaning, process, essentials, benefits, methods and limitations.</p> <p><b>Unit- V Incentives &amp; Employee Benefits</b>  <b>Incentives and Employee Benefits:</b> Introduction, Characteristics of a desirable wage plan, Pay for Performance systems: Merit pay, Variable pay, Skill-based pay, competency-based pay. Incentives: Meaning and concept, characteristics, benefits of incentive plans, time-based incentives-advantages and demerits, production-based incentives, Group incentives: Merits, demerits and types. ESOP schemes.  <b>Fringe Benefits:</b> Meaning and concept, features, need, objectives, fringe benefits in India and its significance.</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. Bhatia, S. K. (2003) New Compensation Management in Changing Environment, Deep &amp; Deep Publications, New Delhi.</li> <li>2. Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practices-Improving Performance through Reward, Third Edition, Kogan Page, New Delhi.</li> <li>3. Rao, V.S.P. (2013) Human Resource Management, Third Edition, Excel books, Delhi.</li> <li>4. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand</li> </ol>									

<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	4				
<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-18				
<b>Course Level</b>					
<b>Course Title</b>	Strategic HRM				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the fundamental concepts, principles, and approaches of Strategic Human Resource Management (SHRM).</li> <li>Identify different HR strategies, models, and perspectives.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the basis, aims, and perspectives of SHRM.</li> <li>Describe the purpose and criteria of effective HR strategies.</li> <li>Interpret the strategic roles of HR leaders, partners, and professionals.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply SHRM frameworks in organisational contexts through case studies.</li> <li>Use HR strategies to support business objectives and people management.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the differences between best-practice, best-fit, and bundling approaches.</li> <li>Examine the strategic contribution of HR functions to organisational performance.</li> <li>Investigate the integration of SHRM with corporate issues and challenges.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the impact of SHRM on organisational effectiveness and performance.</li> <li>Assess the effectiveness of HR strategies, human capital initiatives, and high-performance systems.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Formulate innovative HR strategies aligned with corporate goals.</li> <li>Design human capital management and high-performance work system strategies to achieve competitive advantage.</li> </ul>				

<p><b>Course Content</b></p>	<p><b>Unit- I The concept of Strategic Human Resource Management</b>  Strategic HRM defined, Basis of strategic HRM, Principles of strategic HRM, Aims of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM, The best-practice approach, The best-fit approach, Bundling, The reality of Strategic HRM theory.</p> <p><b>Unit- II HR strategies</b>  What are HR strategies, and what is the purpose of HR strategies? Overall HR strategies, Specific HR strategies, Criteria for an effective HR strategy, How should HR strategies be developed? Developing HR strategies; Implementing HR strategies.</p> <p><b>Unit- III The strategic role of HR</b>  The strategic nature of HR, The strategic partner model, What being strategic means, The strategic role of HR directors; The strategic role of heads of HR functions; The strategic role of HR business partners; The strategic contribution of HR advisers or assistants.</p> <p><b>Unit- IV The impact of strategic HRM</b>  How HR impacts Organisational performanc; How strategic HRM concepts impact practice, Strategic HRM in action Formulating HR strateg; The content of HR strategie; Corporate issues; Achieving integration; What are the most characteristic features of strategic HRM in action?</p> <p><b>Unit- V Human capital management strategy</b>  Aims of human capital management; the link between HCM and business strategy; Developing a human capital management strategy; the role of human capital management. <b>High-performance strategy:</b> High-performance work system defined; Characteristics of a high-performance work system; Components of an HPWS; Impact of high-performance work systems; Developing a high-performance strategy.</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>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>3</td> <td>2</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO4</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO5</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO6</td> <td>2</td> <td>3</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	2	2	1	1	1	1	1	CO2	3	3	2	2	2	1	1	1	CO3	2	3	3	3	2	2	2	2	CO4	2	3	3	3	3	3	2	2	CO5	2	3	3	3	3	3	3	2	CO6	2	3	3	3	3	3	3	3
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<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>1. Catherine Truss et al., Strategic Human Resource Management, Publisher: Oxford University Press,2015</li> <li>2. Hill and Jones, Essentials of Strategic Management, CENGAGE Learning Publisher,2015</li> <li>3. Mello, Strategic Management of Human Resources, CENGAGE Learning Publisher,03 Edition, 2015</li> <li>4. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.</li> <li>5. Porter Micheal, S, Competitive Strategy: Techniques for Analysing Industries and Competitor,Free Press, New York.</li> <li>6. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.</li> <li>7. Armstrong M, Strategic HRM., JAICO Publishing House - Mumbai</li> <li>8. Charles R. Greer, Strategic HRM. Prentice Hall.</li> <li>9. Aradhana Sharma, Strategic HRM: An Indian Perspective. SAGE Publications India Pvt., Ltd</li> <li>10. Tanjuna Aggarwal, Strategic HRM, Oxford University Press</li> </ol>																																																															
<p><b>Teaching Methodology</b></p>	<p>Interactive lectures, Role- play, Self-assessment tools, Cases &amp; discussions.</p>																																																															

<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks
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**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	4				
<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-19				
<b>Course Level</b>					
<b>Course Title</b>	Industrial Relation-II				
<b>Credit</b>	Theory: 4		Practical: 0		Total: 4
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Understand</b></p> <ul style="list-style-type: none"> <li>The role and significance of tripartite bodies like the Indian Labour Conference and the impact of international labor codes on industrial relations.</li> </ul> <p><b>CO2- Analyse</b></p> <ul style="list-style-type: none"> <li>The composition, functions, and importance of bipartite bodies such as Work Committees and Joint Management Councils and the evolution of Standing Orders.</li> </ul> <p><b>CO- Evaluate</b></p> <ul style="list-style-type: none"> <li>The effectiveness of settlement machinery, including conciliation, arbitration, and adjudication, in resolving industrial disputes.</li> </ul> <p><b>CO4- Differentiate</b></p> <ul style="list-style-type: none"> <li>Between industrial relations and employee relations, and <b>examine</b> the paradigm shift towards Employee Relation Management.</li> </ul> <p><b>CO5- Design</b></p> <ul style="list-style-type: none"> <li>Effective strategies for managing employee relations at the workplace, emphasizing culture, future trends, and best practices.</li> </ul>				
<b>Course Content</b>	<p><b>Unit- I Tripartite Bodies</b>  <b>Tripartite Bodies:</b> The Indian Labour Conference, It's importance and role in maintaining industrial relations, code affecting industrial relations, Impact of International Labour Code in Industrial relations.</p> <p><b>Unit- II Bipartite Bodies</b>  <b>Bipartite Bodies:</b> Work committee and Joint Management Councils, Its compositions and Functions.  Standing Orders: Meaning, Objectives and Evolution of Standing Orders.</p> <p><b>Unit- III Settlement Machinery</b>  <b>Settlement Machinery:</b> Conciliation- Meaning, Conciliation Machinery,</p>				

	<p>Qualities of a Conciliator, Role of a Conciliator, Sequential Pattern of Conciliation.  Arbitration: Meaning, Advantages and Disadvantages, Types.  Adjudication: Meaning, Importance, Types.</p> <p><b>Unit- IV A Paradigm Shift</b>  A Paradigm Shift from Industrial Relations to Employee Relation- Shift in focus, Employee Relation Management, Industrial Relations and Employee Relations: Differences in Perspectives.</p> <p><b>Unit V Employee Relation Management at Work</b>  <b>Employee Relation Management at Work:</b> Employee Relations at workplace, Culture and Employee Relations, The future of Employee Relations.</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>3</td> <td>2</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO4</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO5</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO6</td> <td>2</td> <td>3</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	2	2	1	1	1	1	1	CO2	3	3	2	2	2	1	1	1	CO3	2	3	3	3	2	2	2	2	CO4	2	3	3	3	3	3	2	2	CO5	2	3	3	3	3	3	3	2	CO6	2	3	3	3	3	3	3	3
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication</li> <li>2. Rao S. P., (2011): Essentials of Human Resource Management &amp; Industrial Relations, 2<sup>nd</sup> edition, Himalayan Publications.</li> <li>3. Ratnam, C.V. Industrial Relations. New Delhi: Oxford Higher Education.</li> <li>4. Sarma, A. (2002). Industrial Relations. Mumbai: Himalaya Publication House.</li> <li>5. Sivarethinamohan, R. (2010). Industrial Relations and Labour Welfare. New Delhi: PHI Learning Private Limited.</li> <li>6. Srivastava, S.C. (2008). Industrial relations and Labour Laws. New Delhi: Vikas Publishing House Pvt. Ltd.</li> <li>7. Singh P.N. (2011). Employee Relation Management. New Delhi: Pearson, Dorling Kindersley (India) Pvt. Ltd.</li> </ol>																																																															
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.																																																															
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**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MA (HRD)				
<b>Semester</b>	4				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Research Project / Internship				
<b>Course Subtype</b>	Employability / Skill Development				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	HR-C-20				
<b>Course Level</b>					
<b>Course Title</b>	Internship and Project report Viva Voce				
<b>Credit</b>	<b>Theory: 08</b>		<b>Practical: 0</b>		<b>Total: 08</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Recall theoretical concepts of Human Resource Management, HRD, and Industrial Relations relevant to Organisational practice.</li> <li>Identify the basic structure and processes of HR functions in a business firm.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the role of HRM, HRD, and IR practices in Organisational effectiveness.</li> <li>Describe the training organization's HR policies, systems, and culture.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply classroom learning to practical workplace situations during industrial training.</li> <li>Demonstrate the ability to complete assigned HR/IR tasks under professional supervision.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse real-world HR/IR problems encountered during training and explore their root causes.</li> <li>Examine the link between Organisational HR practices and employee outcomes.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of HR policies, interventions, and practices observed during training.</li> <li>Assess one's own performance and learning through reflective practice and feedback.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Prepare a structured project report integrating observations, analysis, and</li> </ul>				

	<p>recommendations.</p> <ul style="list-style-type: none"> <li>Propose innovative HR/IR solutions or strategies based on training experiences.</li> </ul>
<p><b>Content</b></p>	<p><b>Duration and Nature of Training</b></p> <ul style="list-style-type: none"> <li>The training programme has a duration of eight weeks (approximately two months), conducted between the second and third semesters.</li> <li>Upon completion of the training, students are required to prepare a consolidated Project and Internship Report in accordance with the prescribed departmental guidelines.</li> <li>It's a practical training experience in any subject relating to Human Resource Management, HRD, and Industrial Relations in a business firm.</li> <li>The evaluation process will also include a viva voce examination, which will be conducted in the fourth semester.</li> </ul> <p><b>Faculty Guidance</b></p> <ul style="list-style-type: none"> <li>Each student is assigned a faculty guide from the department to guide them throughout the training period.</li> </ul> <p><b>Project Report</b></p> <ul style="list-style-type: none"> <li>At the end of the training, students are required to submit an Internship and Project Report.</li> <li>The report should demonstrate the candidate's analytical and critical abilities in relation to the problems identified during the training period.</li> </ul> <p><b>Evaluation</b></p> <p><b>Total Marks: 200</b></p> <p>1. Internal Assessment: 100 Marks Assessed by the project guide based on:</p> <ul style="list-style-type: none"> <li>Evaluation of the Project Report</li> <li>Continuous assessment through regular interaction and guidance sessions with the guide</li> </ul> <p>2. External Assessment (Viva Voce): 100 Marks Conducted by a panel that includes:</p> <ul style="list-style-type: none"> <li>At least one external examiner appointed by the University</li> <li>Comprehensive viva voce covering the project work, research understanding, and subject knowledge</li> </ul> <p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>Participation in the Industrial Training Programme is compulsory for course completion.</li> <li>Broad guidelines are provided for student interaction with the organisation and learning.</li> <li>Individual placement in an organisation is permitted based on the student's interest and possibilities.</li> <li>After completion of the training, students must submit a completion certificate and a consolidated report of their activities and learning according to the guidelines given.</li> <li>Upon reopening of the department in the next academic year, students are required to make a presentation of their experiences and learning to the class, facilitating information and experience sharing.</li> <li>Students would have to give Viva Voce in Semester four.</li> <li>Overall, the Industrial Training Programme serves as a practical component of the course, allowing students to apply theoretical knowledge in a professional setting and develop essential skills in Human Resource Management, HRD, and Industrial Relations. The evaluation process ensures that students demonstrate their understanding and abilities through project work and viva voce examination.</li> </ul>

<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
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	CO2	3	3	2	2	2	1	1	1
	CO3	2	3	3	3	2	2	2	2
	CO4	2	3	3	3	3	3	2	2
	CO5	2	3	3	3	3	3	3	2
	CO6	2	3	3	3	3	3	3	3
<b>Reference Books</b>									
<b>Teaching Methodology</b>	Hands-on training in an organisation.								
<b>Evaluation Method</b>	Assessment: 200 Marks Internal: 100 Marks External: 100 Marks								