



Re-Accredited 'B++' 2.85 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/૧૩૬૭૪/૨૦૨૬

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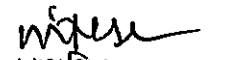
પ્રતિ,
વડાશ્રી,
માનવ સંશોધન વિભાગ,
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,
સુરત.

વિષય :- NEP- 2020 અંતર્ગત Master of Arts in Human Resource Management & Labour Relations (MA HRM & LR) નો સેમેસ્ટર-૧ અને ૨ ના અભ્યાસક્રમ બાબત.

સુજશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર Master of Arts in Human Resource Management & Labour Relations (MA HRM & LR) નો NEP- 2020 મુજબ ૨૨ ક્રેડિટનું ચાર સેમેસ્ટરનું માળખું અને સેમેસ્ટર-૧ અને ૨ નો ૨૨ ક્રેડિટનો અભ્યાસક્રમ મંજૂર કરવા બાબતે એચ.આર.ડી.અને લેબર રેલેશન્સ વિષયની અભ્યાસ સમિતિની તા.૧૩/૦૨/૨૦૨૬ની સંયુક્ત સભાનાં ઠરાવ ક્રમાંક: ૮ અન્વયે કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા.૧૦/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક:૦૮ થી કરેલ ભલામણ સ્વીકારી એકેડેમિક કાઉન્સિલની તા.૧૮/૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૫૦ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ


કુલસચિવ

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
Management & Labour Relations**

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

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT Master of Arts in Human Resource Management & Labour Relations Semester 1 and 2 to be implemented from 2026-2027	
Name of Program	Master of Arts in Human Resource Management & Labour Relations
Program Abbreviation	MA(HRM & LR)
Duration	2 Year
Eligibility Criteria	Any Graduation from recognised University
Pre-requisite	
Medium of Instruction	English
Objective of Program	The programme develops competent HR and labour relations professionals equipped with advanced theoretical knowledge, analytical and research capabilities, strategic and ethical HRM skills, and specialised expertise to manage employee welfare, legal compliance, organisational development, and harmonious industrial relations in a dynamic global environment.
Program Outcome (PO)	PO1: Knowledge and Understanding: Demonstrate an advanced understanding of the principles and theories of management, industrial relations, labour laws, human resource management, and labour economics as they relate to the welfare of workers. PO2: Analytical Skills: Apply critical thinking and problem-solving skills to analyse complex labour issues and Organisational challenges. PO3: Research Proficiency: Conduct comprehensive research on topics related to industrial relations, labour welfare, and HRM to contribute to the body of knowledge and practice. PO4: Strategic HRM: Develop and implement strategic HR practices that support employee welfare, Organisational development, and sustainable growth. PO5: Leadership and Communication: Exhibit strong leadership qualities and effective communication skills to collaborate with stakeholders, including management, employees, and government bodies. PO6: Ethical and Legal Awareness: Uphold ethical standards and comply with labour laws and regulations while promoting social responsibility and sustainable labour practices. PO7: Global Perspective: Understand and apply international HRM principles and the impact of globalization on labour relations and human resource management.

	PO8: Practical Application: Integrate theoretical knowledge with practical insights gained through internships and projects to enhance real-world HR and labour welfare practices.								
Mapping between POS and PSOs	PSO1: Labour Welfare Expertise: Develop and implement welfare programs and policies that cater to the needs of the workforce, addressing both individual and collective interests. PSO2: Policy and Legal Compliance: Interpret and apply labour laws effectively in different Organisational contexts, ensuring compliance and advocating for fair practices. PSO3: Employee Relations Management: Demonstrate expertise in handling employee grievances, fostering positive industrial relations, and mediating conflicts to promote harmonious work environments. PSO4: Organisational Change Management: Utilize theories and tools of Organisational change and development to lead initiatives that enhance workplace productivity and employee satisfaction. PSO5: Advanced HR Management Skills: Design and execute HR practices such as recruitment, training, development, compensation management, and performance appraisal to align with Organisational goals. PSO6: Research and Project Writing: Develop well-researched project reports and case studies that contribute to academic knowledge and practical HR solutions. PSO7: Elective Specialisation: Choose from specialised areas, such as learning and development, CSR, and strategic HRM, to gain targeted skills and knowledge relevant to specific HR functions. PSO8: Psychological and Sociological Understanding: Apply principles of Organisational psychology and sociology to improve workforce management, employee well-being, and Organisational culture.								
Mapping between POS and PSOs		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	3
	PO3	3	1	3	2	3	3	2	3
	PO4	2	1	3	2	3	2	2	3
	PO5	2	3	2	3	1	1	2	2
	PO6	3	1	3	2	3	3	2	3
	PO7	2	2	2	3	2	2	3	3
	PO8	3	3	3	3	3	3	3	3

	STRUCTURE FOR ERP PROGRAM NAME: Master of Arts in Human Resource Management and Labour Relations MA(HRM & LR) 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
MAJOR	HRM-C-101	Principles of Management	Principles of Management	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-102	Industrial Relations – I	Industrial Relations – I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-103	Human Resource Management – I	Human Resource Management – I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-104	Labour Laws - I	Labour Laws - I	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-105	Fundamentals of Psychology	Fundamentals of Psychology	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal (25)			External		Total	
ELECTIVE (Any One)	HRM-E-106-A	Communication Skills	Communication Skills	Skill Development	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HRM-E-106-B	Industrial Sociology	Industrial Sociology	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 Management and Labour Relations MA(HRM & LR) 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
MAJOR	HRM-C-201	Industrial Relations – II	Industrial Relations – II	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-202	Human Resource Management – II	Human Resource Management – II	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-203	Labour Laws - II	Labour Laws - II	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-204	Organisational Behaviour	Organisational Behaviour	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-205	Research Methodology	Research Methodology	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal (25)			External		Total	
ELECTIVE (Any One)	HRM-E-206-A	Corporate Social Responsibility	Corporate Social Responsibility	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HRM-E-206-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 Management and Labour Relations MA(HRM & LR) SEMESTER: III																
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
MAJOR	HRM-C-301	Labour Laws - III	Labour Laws - III	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-302	Organisational Change and Development	Organisational Change and Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-303	Human Resource Development	Human Resource Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-304	Learning and Development	Learning and Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-305	Employee Welfare & Social Security	Employee Welfare & Social Security	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal (25)			External		Total	
ELECTIVE (Any One)	HRM-E-306-A	Strategic Corporate Social Responsibility	Strategic Corporate Social Responsibility	Ability Enhancement	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HRM-E-306-B	Organisational Psychology	Organisational Psychology	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 Management and Labour Relations MA(HRM & LR)

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
MAJOR	HRM-C-401	Compensation & Reward Management	Compensation & Reward Management	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	HRM-C-402	Strategic HRM	Strategic HRM	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal Marks			External Marks			
	HRM-C-403	Internship & Project Report Viva Voce	Internship & Project Report Viva Voce	Core	-	-	-	-	-	8	100			100		-	200
	HRM-C-404	International Human Resource Management	International Human Resource Management	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal (25)			External		Total	
ELECTIVE (Any One)	HRM-E-405-A	Corporate Governance & Sustainability	Corporate Governance & Sustainability	Ability Enhance ment	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL
	HRM-E-405-B	Leadership Theories	Leadership Theories	Skill Develop ment	2	NIL	3 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	1				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability				
Subject Type	Discipline Specific				
Course Code	HRM-C-101				
Course Level					
Course Title	Principles of Management				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Define key concepts related to Bharatiya Knowledge Systems (BKS), management functions, planning, organizing, strategic management, and controlling. - Identify major elements of Bharatiya cultural and knowledge traditions, levels of management, organisational structures, and control techniques. CO2- Understanding - Explain the nature, evolution, and significance of Bharatiya knowledge traditions, management concepts, planning processes, and coordination principles. - Describe managerial roles, decision-making processes, organisational types, strategic planning components, and challenges in global management. CO3- Applying - Apply management principles, planning tools, and organizing techniques to real or simulated organisational situations for effective decision making. - Demonstrate the use of SWOT analysis, delegation practices, forecasting techniques, and control methods to solve managerial problems. CO4- Analysing - Analyse the contributions of the Bharatiya knowledge system in the fields of science, arts, culture, and civilizational development. - Examine organisational structures, decentralization factors, strategic alternatives, and global management challenges using analytical frameworks. CO5- Evaluating - Evaluate managerial practices, planning effectiveness, organisational designs, and control systems in relation to organisational efficiency and adaptability.				

Reference Books	1. Tripathi, Reddy & Bajpai. (2021). Principles of Management, 7th edition, Tata McGraw Hill. 2. Robbins S.P. & Coulter M. A. (2020). Management, Global Edition, Pearson Education. 3. Prasad L.M. (2020). Principles and Practices of Management, 10th edition, Sultan Chand & Sons, New Delhi. 4. Stoner, Freeman & Gilbert Jr. (2018). Management, 6th Edition, Pearson. 5. Koontz H. & Weihrich H. (2015). Essentials of Management, 10th edition, Chennai: Tata McGraw Hill Education. 6. Rao V.S.P. (2012). Management-Text and Cases, 2nd edition, Excel Publication. 7. Kapoor Kapil, Singh Avadesh (2021). Indian Knowledge Systems Vol I & II, Indian Institute of Advanced Studies, Shimla, H.P. 8. B. mahadevan. Introduction to Indian Knowledge Systems, IISC, Bangalore. 9. R.C. Majumdar, Ancient India, Motilal Banarsidas Publishers, New Delhi. 10. Basham, A.L., (ed). A Cultural History of India, Sabda, Sri Aurobindo Ashram, Pondicherry, 1972.
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)					
Semester	1					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Employability					
Subject Type	Discipline Specific					
Course Code	HRM-C-102					
Course Level						
Course Title	Industrial Relations- I					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	CO1- Remembering - Define key concepts and principles of industrial relations (IR), trade unionism, collective bargaining, and worker participation in management (WPM) . - Identify relevant provisions of the Industrial Disputes Act, 1947, and the Trade Union Act, 1926. CO2- Understanding - Explain the nature, significance, and approaches to industrial relations and trade unions. - Describe the causes, forms, and impacts of industrial conflicts and disputes, as well as grievance redressal mechanisms. CO3- Applying - Apply knowledge of collective bargaining processes and WPM frameworks to resolve industrial disputes and enhance workplace harmony. - Demonstrate the use of grievance redressal mechanisms and trade union laws to address workplace grievances effectively. CO4- Analysing - Analyse the impact of industrial conflicts, disputes, and union activities on industrial relations. - Examine the changing dimensions of IR in India, considering legislative and socio-economic factors. CO5- Evaluating - Evaluate the effectiveness of IR approaches, collective bargaining, and WPM practices in the Indian industrial context. - Assess the significance of grievance redressal mechanisms in improving IR					

	9. Srivastava, S.C. (2008). Industrial relations and Labour Laws. New Delhi: Vikas Publishing House Pvt. Ltd. 10. Singh P.N. (2011). Employee Relation Management. New Delhi: Pearson, Dorling Kindersley (India) Pvt. Ltd.
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)					
Semester	1					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Employability					
Subject Type	Discipline Specific					
Course Code	HRM-C-103					
Course Level						
Course Title	Human Resource Management- I					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	CO1- Remembering - Define the fundamentals of Human Resource Management (HRM), including its features, scope, and objectives. CO2- Understanding - Explain the significance of HRM functions and their alignment with organisational goals. - Describe the processes of recruitment, selection, training, and performance appraisal. CO3- Applying - Apply HR practices such as recruitment techniques, training programs, and performance appraisal methods to organisational scenarios. CO4- Analysing - Analyse issues related to managing people at work, including human resource planning, employee wellbeing, and motivation. - Examine the relationship between HR systems and strategic business objectives. CO5- Evaluating - Evaluate the effectiveness of HR practices in achieving organisational performance and employee retention. - Assess the role of ethical behavior and employee well-being in HRM. CO6- Creating - Design HR interventions that align HR practices with organisational strategies and objectives. - Develop frameworks for performance appraisal and career development.					

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)					
Semester	1					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Entrepreneurship / Employability					
Subject Type	Discipline Specific					
Course Code	HRM-C-104					
Course Level						
Course Title	Labour Laws- I					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	CO1- Remembering - The significance of Labour laws and their constitutional and historical evolution in India. CO2- Interpret - The provisions of core Labour legislations such as the Factories Act, Industrial Disputes Act, and other relevant laws. CO3- Apply - The concepts and provisions of Labour laws to real-world workplace scenarios for effective compliance. CO4- Analyse - Various Labour legislations to understand their implications on employee-employer relationships and dispute resolution. CO5- Evaluate - Practical cases and workplace disputes using Labour law frameworks to propose ethical and legally sound solutions. CO6- Design - Workplace policies and compliance strategies that adhere to Labour laws and promote sustainable employment practices.					
Course Content	- The Factories Act, 1948 - The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - The Payment of Gratuity Act, 1972 - Industrial Disputes Act, 1947 - The Gujarat Shops and Establishments (Regulation of Employment and					

	Conditions of Service) Act, 2019									
	• Industrial Employment (Standing Orders) Act, 1946									
Mapping between COS and PSOs		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	
Reference Books	1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow. 2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad. 3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi. 4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi. 5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad. 6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta. 7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi. 8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.									
	Journals									
	1. Labour Law Reporter. 2. Labour Law Journal.									
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks									

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	1				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Skill Development				
Subject Type	Intra-disciplinary				
Course Code	HRM-C-105				
Course Level					
Course Title	Fundamentals of Psychology				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Define the basic concepts of psychology, self, and methods used in psychology). CO2- Understanding - Explain the evolution, scope, and nature of psychology and its subfields. - Describe social influence on human behavior, including social facilitation, social loafing, conformity, and compliance. - Discuss various models of pro social behavior, interpersonal attraction, and emotional theories. CO3- Applying - Apply the concepts of impression management tactics to real-life social contexts. - Use psychological theories of learning and reinforcement to solve problems in practical settings. CO4- Analysing - Analyse the factors influencing pro social behavior, interpersonal attraction, and memory processes. - Examine the influence of sensory processes on perception and behavior. CO5- Evaluating - Evaluate different theories of emotion, intelligence, and their application in real-world scenarios. - Assess the impact of psychological principles on human behavior and thought processes CO5- Creating - Design psychological experiments or frameworks to study learning, thinking, and social behaviors.				

Course Content	Unit- I Introduction to self and psychology Self: Meaning, Self-knowledge, Self-efficacy, self-regulation, self-presentation, social comparison theory. Psychology: Introduction, Definition, Nature of Psychology, Evolution of psychology, Psychology and other sciences, subfields of Psychology, Methods of Psychology. Unit- II Social influence on human behavior Social Influence on Human Behavior: Introduction to Social Psychology: 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. Unit- III Sensory process, Prosocial behavior and Interpersonal attraction Sensory Process: Characteristics of senses, receiving process. Prosocial Behavior: Helping behavior and recipient reactions- Determinants and major models-Reciprocal altruism, negative-state relief model, empathy-altruism model, and social exchange theory. Interpersonal attraction: Attraction, similarity, and liking, Measurement issues- Sociometry. Unit- IV Memory, intelligence and emotion Memory: Definition, Nature of encoding, storage and retrieval, types of memory, Factors of retrieval. Intelligence: Definition, Nature, classification, Theories. Emotion: Nature, Theories of Emotion. Unit- V Learning and thinking Learning: Definition Nature, Importance, Basic Factors in Learning, Learning theories, Principles of learning, Reinforcement, Types of Reinforcement. Thinking: Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking.									
Mapping between COS and PSOs		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	
Reference Books	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.
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	1				
NCrF Credit Level					
Course Type	Minor (Elective)				
Course Subtype	Skill Development				
Subject Type	Intra-disciplinary				
Course Code	HRM-E-106-A				
Course Level					
Course Title	Communication Skills				
Credit	Theory: 2		Practical: 0		Total: 2
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Define key concepts of communication, including types, channels, barriers, and principles of effective communication. - Identify the components and processes of verbal and non-verbal communication. - Recall the essentials of business letters, reports, and interview skills. CO2- Understanding - Explain the nature, scope, and importance of communication in a managerial context. - Describe the relationship between verbal and non-verbal communication and their impact on the communication process. - Discuss barriers to effective communication and ways to overcome them. CO3- Applying - Apply the principles of effective communication to create structured business letters, memos, reports, and presentations. - Demonstrate negotiation and interview skills in business scenarios. CO4- Analysing - Analyse the effectiveness of communication channels and organisational communication systems. - Identify the reasons behind communication breakdowns and evaluate strategies to mitigate these barriers. CO5- Evaluating - Assess the effectiveness of listening and presentation skills in achieving business communication objectives. - Evaluate the appropriateness of negotiation strategies in different business				

	contexts. CO6- Creating Design effective communication strategies, incorporating verbal, non-verbal, and written communication techniques for various business situations.									
Course Content	Unit- I Nature and Scope of Business Communication Introduction: 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. Channels of Communication: 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. Unit- II Verbal and Non-Verbal Communication Verbal communication: Oral communication- meaning, characteristics, methods, advantages, disadvantages, tips for effective oral communication. Written communication- meaning, methods, characteristics, advantages and disadvantages. Non-Verbal communication: Introduction, characteristics, relationship of non-verbal message and with verbal message, aspects of body language, effective use of body language. Unit- III Barriers to communication Communication barriers: 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. Principles of effective communication: Seven C's of effective communication, the four S's of communication. Unit- IV Listening skills and Presentation skills Listening Skills: Meaning and concept, listening process, personal characteristics and listening, types of faulty listening, barriers to listening, effective listening, do's and don't's of listening. Presentation Skills: Meaning and concept, Presentations in a business, six great helpers: 5Ws and 1 H. Public speaking: Meaning and concept, Activities involved in public speaking. Unit- V Other forms of Communication Negotiation Skills: Meaning and concept, nature of negotiation, factors affecting negotiation, negotiation process, bargaining strategies, guidelines for successful negotiation. Business Letters and Reports: 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. Interview skills: Meaning, types, structure, attending interviews, Job application letter and CV.									
Mapping between COS and PSOs		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	

[illegible]

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	1				
NCrF Credit Level					
Course Type	Minor (Elective)				
Course Subtype	Employability				
Subject Type	Intra-disciplinary				
Course Code	HRM-E-106-B				
Course Level					
Course Title	Industrial Sociology				
Credit	Theory: 2		Practical: 0		Total: 2
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Define key concepts of Industrial Sociology and its place among social sciences. - Identify the characteristics of industrial systems and their historical development CO2- Understanding - Explain the relationship between industry and society, including the impact of industrialisation on social institutions like caste, marriage, and family. - Describe group dynamics and their relevance in workplace environments. - Discuss theories of alienation, anomie, and morale in the industrial context. CO3- Applying - Apply sociological perspectives to understand and analyse workplace dynamics and group behaviours. - Use insights from Industrial Sociology to evaluate social issues related to work and employment. CO4- Analysing - Analyse the factors influencing morale and its relationship with productivity. - Examine the social implications of modern technology and its effects on workplace structures and human behaviour. CO5- Evaluating - Evaluate the impact of industrialisation on societal systems and institutions. - Assess solutions to workplace issues such as alienation, anomie, and morale problems. CO6- Creating - Develop critical frameworks for addressing industrial and organisational challenges through sociological theories. - Design strategies to improve workplace morale and productivity by applying				

	sociological principles.									
Course Content	Unit- I Introduction to Industrial Sociology Definition, Aim, Key Industrial Sociological Concepts, Nature, Scope and Importance of Industrial Sociology, Necessity of Industrial Sociology, Development of Industrial Sociology, Place of Industrial Sociology among the Social Sciences, Industrial Sociology and Occupational Skills.									
	Unit- II Forerunners of Industrial System Forerunners of Industrial System: Industrial System and Growth, Hunting and gathering Societies, Feudal system, Manorial, Guild system, Domestic and Putting-Out System, Factories and their characteristics, Industrialisation and Its impact on Social Institutions: (a) On the Caste system, (b) On the system of Marriage and (c) on Family System.									
	Unit- III Social Groups in Industry Social Groups in Industry: Concept of Social Group, Patterned Social Behaviour, Functions of a Group, Group Development, Key dimensions of a Group, Group Dynamics, Social Loafing, Groupthink, Committees in Industry, Focus Group, Teams.									
	Unit- IV Theories Industrial Sociology 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.									
	Unit- V Employee Morale 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.									
Mapping between COS and PSOs		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	
Reference Books	1. Singh Narendar (2012) Industrial Sociology, Tata McGraw-Hill 2. Gisbert Pauscual (1972) Fundamentals of Industrial Sociology- Tata McGraw- HillPublishing House, New Delhi. 3. Sharma, Pandey (2001) Industrial Sociology- Surjeet Publications, New Delhi. 4. Dayal Raghubir (1996) Industrial Sociology and Labour Welfare- Mittal Publications,New Delhi. 5. Giri P.K. (2005) Industrial Sociology, Sublime Publications Jaipur India 6. Ramaswamy B. (2012) Industrial Sociology, Alfa Publications									
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
Evaluation Method	Internal Assessment: 25 Marks External Assessment: 25 Marks									

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)					
Semester	2					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Employability					
Subject Type	Discipline Specific					
Course Code	HRM-C-201					
Course Level						
Course Title	Industrial Relations-II					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	CO1- Understand - The role and significance of tripartite bodies like the Indian Labour Conference and the impact of international labor codes on industrial relations. CO2- Analyse - The composition, functions, and importance of bipartite bodies such as Work Committees and Joint Management Councils and the evolution of Standing Orders. CO3- Evaluate - The effectiveness of settlement machinery, including conciliation, arbitration, and adjudication, in resolving industrial disputes. CO4- Differentiate - Between industrial relations and employee relations, and examine the paradigm shift towards Employee Relation Management. CO5- Design - Effective strategies for managing employee relations at the workplace, emphasizing culture, future trends, and best practices.					
Course Content	Unit- I Tripartite Bodies Tripartite Bodies: 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. Unit- II Bipartite Bodies Bipartite Bodies: Work committee and Joint Management Councils, Its compositions and Functions. Standing Orders: Meaning, Objectives and Evolution of Standing Orders.					

	Unit- III Settlement Machinery Settlement Machinery: Conciliation- Meaning, Conciliation Machinery, Qualities of a Conciliator, Role of a Conciliator, Sequential Pattern of Conciliation. Arbitration: Meaning, Advantages and Disadvantages, Types. Adjudication: Meaning, Importance, Types. Unit- IV A Paradigm Shift A Paradigm Shift from Industrial Relations to Employee Relation- Shift in focus, Employee Relation Management, Industrial Relations and Employee Relations: Differences in Perspectives. Unit- V Employee Relation Management at Work Employee Relation Management at Work: Employee Relations at workplace, Culture and Employee Relations, The future of Employee Relations.									
Mapping between COS and PSOs		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	
Reference Books	1. Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication 2. Rao S. P., (2011): Essentials of Human Resource Management & Industrial Relations, 2nd edition, Himalayan Publications. 3. Ratnam, C.V. Industrial Relations. New Delhi: Oxford Higher Education. 4. Sarma, A. (2002). Industrial Relations. Mumbai: Himalaya Publication House. 5. Sivarethinamohan, R. (2010). Industrial Relations and Labour Welfare. New Delhi: PHI Learning Private Limited. 6. Srivastava, S.C. (2008). Industrial relations and Labour Laws. New Delhi: Vikas Publishing House Pvt. Ltd. 7. Singh P.N. (2011). Employee Relation Management. New Delhi: Pearson, Dorling Kindersley (India) Pvt. Ltd.									
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks									

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**SYLLABUS**

Program Name	MA (HRM & LR)				
Semester	2				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability				
Subject Type	Discipline Specific				
Course Code	HRM-C-202				
Course Level					
Course Title	Human Resource Management-II				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Identify key concepts, definitions, and roles related to HR in the new millennium, employee engagement, emotional intelligence, and work-life balance. - Recall the components and perspectives of the Balanced Score Card and elements of knowledge management. CO2- Understanding - Explain the challenges, competencies, and paradigm shifts for HR in a dynamic and virtual organisational environment. - Describe the factors, barriers, and advantages associated with employee engagement and HR outsourcing. CO3- Applying - Demonstrate the application of emotional intelligence and balanced scorecards in workplace scenarios to improve organisational performance. - Apply knowledge of work-life balance interventions and HR analytics to improve employee well-being and organisational efficiency. CO4- Analysing - Analyse the factors influencing employee engagement, talent management processes, and the effectiveness of HR outsourcing. - Examine the barriers to knowledge transfer and the implications of work-life balance on organisational outcomes. CO5- Evaluating - Evaluate HR strategies like knowledge management systems, talent management best practices, and Balanced Score Card implementations.				

	3. Uday Kumar (2013) Human Resource Management, OUP India. 4. Sanghi, S. (2011) Human Resource Management, Macmillan Publishers India Ltd. 5. Aswathappa (2015) Human Resource Management, 7e. McGraw Hill Education Pvt Ltd
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	2				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Entrepreneurship / Employability				
Subject Type	Discipline Specific				
Course Code	HRM-C-203				
Course Level					
Course Title	Labour Laws– II				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Understand - 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. CO2- Explain - The key provisions of laws like the Employees' State Insurance Act, 1948, and the Employees Compensation Act, 1923, to promote social security and workplace safety. CO3- Apply - The concepts and provisions of the Minimum Wages Act, 1948, and Apprentices Act, 1961, in employment scenarios to ensure fair practices. CO4- Analyse - The role of the Trade Unions Act, 1926, in fostering collective bargaining and improving industrial relations. CO5- Evaluate - The effectiveness of labour laws in addressing issues of worker safety, fair wages, and skill development through case studies and practical examples. CO6- Create - Strategies for implementing labour law compliance and promoting sustainable and ethical workplace practices.				
Course Content	- Contract Labour (Regulation and Abolition) Act, 1970 - The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996 - The Employees' State Insurance Act, 1948 - Employees Compensation Act, 1923 - The Trade Unions Act, 1926				

	• Minimum Wages Act, 1948 • The Apprentices Act, 1961									
Mapping between COS and PSOs		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	
Reference Books	1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow. 2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad. 3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi. 4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi. 5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad. 6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta. 7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi. 8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.									
	Journals									
	1. Labour Law Reporter. 2. Labour Law Journal.									
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks									

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)					
Semester	2					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Employability / Skill Development					
Subject Type	Discipline Specific					
Course Code	HRM-C-204					
Course Level						
Course Title	Organisational Behaviour					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	CO1- Remembering - 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. CO2- Understanding - Explain key individual-level behavioural concepts such as personality, perception, attitudes, values, and job satisfaction and their implications in workplace settings. - Discuss group-level behaviours, including group formation, norms, cohesiveness, decision-making processes, and team-building strategies. - Describe the concept, sources, types, and implications of organisational conflict, distinguishing between functional and dysfunctional conflict. CO3- Applying - Illustrate the role of individual and group behaviours in real-world organisational settings and develop strategies for enhancing group cohesiveness, and team effectiveness. - Apply conflict resolution techniques such as collaboration, Transactional Analysis, and the Johari Window in organisational scenarios to manage conflicts effectively. CO4- Analysing - Analyse the dynamics of group behaviour, including roles, status, authority, and power, to understand group decision-making and team-building processes. - Examine sources of conflict, their manifestations, and their impact on					

	7. Udai Pareek, (2007) Understanding Organisational Behaviour, Oxford Press, New Delhi, (Second Edition) 8. Aswathappa K., Organisational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai, 2011. 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
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)					
Semester	2					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Skill Development					
Subject Type	Intra-disciplinary					
Course Code	HRM-C-205					
Course Level						
Course Title	Research Methodology					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	CO1- Remembering - Define research and its types, characteristics, and importance. - Identify the steps in the research process, criteria for research problems, and elements of a research proposal. CO2- Understanding - Explain ethical practices and their role in the research process. - Discuss the concepts of hypothesis formulation, testing, and errors in hypothesis. - Describe the characteristics of various research designs and methods. CO3- Applying - Use appropriate research methodologies to collect and classify data. - Design questionnaires, conduct interviews, and apply sampling techniques in research projects. CO4- Analysing - Differentiate between primary and secondary data sources and evaluate their suitability for specific research objectives. - Analyse sampling errors and interpret statistical data for meaningful conclusions. CO5- Evaluating - Evaluate the quality of a research proposal or report based on established criteria. - Assess the significance of literature reviews and data interpretation in research projects. CO6- Creating - Develop effective research projects, business research proposals, and research					

	reports. • Create innovative solutions to research problems using appropriate methodologies.																																																															
Course Content	Unit- I Research - Meaning, Characteristics, Importance and Types Research- Meaning, Characteristics, Importance, Types, Role of Research, Measures of a Good Research Unit- II Research Process, Problem Identification, Hypothesis and Proposal Research Process, Steps, Problem Identification, Criteria for Research Problem, Sources of Research Problem, Problem Formulation, Literature Review, Formulation of Hypothesis, Meaning & Types, Hypothesis Testing Procedures, Error in Hypothesis, Research Proposal. Unit- III Research Design Research Design, Exploratory, Descriptive and Experimental Research Design. Unit- IV Sources of Data, Sampling and Data Analysis Sources of Data-Primary, Survey Methods, Personal Interviewing, Telephone Interviewing, Mail Survey, Questionnaire Design, Interview Schedule, Observation Method, Secondary Data, Attitude Measurement Scales, Types. Unit- V Report Writing and Presentation 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																																																															
Mapping between COS and PSOs	<table><tr><td></td><td>PSO1</td><td>PSO2</td><td>PSO3</td><td>PSO4</td><td>PSO5</td><td>PSO6</td><td>PSO7</td><td>PSO8</td></tr><tr><td>CO1</td><td>3</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>1</td><td>1</td></tr><tr><td>CO2</td><td>3</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>1</td><td>1</td></tr><tr><td>CO3</td><td>3</td><td>3</td><td>3</td><td>2</td><td>3</td><td>2</td><td>2</td><td>2</td></tr><tr><td>CO4</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>2</td><td>2</td><td>2</td></tr><tr><td>CO5</td><td>3</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>CO6</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td></tr></table>		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
	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																																																								
Reference Books	1. Ranjit Kumar, RESEARCH METHODOLOGY a step-by-step guide for beginners, sage Publication, 2. Bhandarkar, P.L. & Wilkinson, T.S. (2016). Methodology and Techniques of Social Research. Himalaya Publishing House, Mumbai. Enhance, 3. D.N., Elhance V. & Aggarwal, B.M. (2018). Fundamentals of Statistics. Kitab Mahal, Mumbai. 4. Ferber, R. & Verdoon, P.J. (1962). Research Methods in Economics and Business. Macmillan, New York. 5. Ghosh, B.N. (2015). Scientific Method and Social Research. Sterling Publishers, New Delhi. 6. Goode, W.J. & Hatt, P.K. (2022). Methods in Social Research. McGraw Hill, London. 7. Gujarati, D., Porter, D.C. & Pal, M. (2017). Basic Econometrics. Tata McGraw Hill, New Delhi. 8. Gupta, S.P. (2021). Statistical Methods. S. Chand & Company, New Delhi. 9. Kothari, C.R. & Garg, G. (2019). Research Methodology: Methods and Techniques. New Age International Publishers, New Delhi. 10. Kurien, C.T. (1973). Research Methodology in Economics. Sangam Publishers, Madras. 11. Moser, C.A. & Kolton, C. (1979). Survey Methods in Social Investigation. Heinemann Educational Books, London.																																																															

	12. Wooldridge, J.M. (2019). Introductory Econometrics: A Modern Approach. South-Western Educational Publishing, Canada.
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
Evaluation Method	Internal Assessment: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	2				
NCrF Credit Level					
Course Type	Major (Elective)				
Course Subtype	Employability				
Subject Type	Intra-disciplinary				
Course Code	HRM-E-206-A				
Course Level					
Course Title	Corporate Social Responsibility				
Credit	Theory: 2		Practical: 0		Total: 2
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Students will be able to explain the meaning, evolution, characteristics, and scope of CSR globally and in India. CO2- Understanding - Students will be able to understand CSR global context and in India. CO3- Applying - Students will be able to apply provisions of the Companies Act 2013, Schedule VII, CSR committee requirements, policies, expenditure norms, and compliance procedures. CO4- Analysing - Students will be able to analyze classical, neo-classical, contemporary theories, Carroll's Pyramid, Stakeholder theory, TBL model, and Indian CSR approaches including Gandhian Trusteeship. CO5- Evaluating - Students will be able to evaluate CSR practices across manufacturing, IT, banking, and public sectors, along with governance methods such as committees, trusts, NGOs, and outsourcing. CO6- Creating - Students will be able to develop CSR policies by examining national/state-level initiatives and real-world case studies from India and global contexts.				
Course Content	Unit- I Introduction to Corporate Social Responsibility (CSR) 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.				

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	MA (HRM & LR)				
Semester	2				
NCrF Credit Level					
Course Type	Major (Elective)				
Course Subtype	Skill Development				
Subject Type	Intra-disciplinary				
Course Code	HRM-E-206-B				
Course Level					
Course Title	Stress Management and Employee Counselling				
Credit	Theory: 2		Practical: 0		Total: 2
Effective Form	Academic Year: 2026-27				
Course Outcomes	CO1- Remembering - Concepts, features, and types of stress, along with workplace stressors, burnout, fatigue, boredom, and anxiety CO2- Understanding - Understanding the models and approaches of stress management CO3- Applying - Stress management techniques, interventions, and coping strategies for reducing stress, fatigue, and burnout in workplace and personal settings CO4- Analysing - The relationship between stressors and stress, potential sources of stress, and their consequences on individual and organisational performance CO5- Evaluating - Evaluate stress audit processes, Stress and technology, future of stress management CO6- Creating - Design effective stress reduction plans and employee counselling interventions using yoga, meditation, relaxation, and therapy techniques				
Course Content	Unit- I Understanding Stress and Stress Management Stress: Concept, feature, types of stress, relation between stressors and stress, potential sources of stress, Consequences of stress. Stress management: concept, benefits, interventions Unit- II Stress at Workplace Stress at workplace: meaning and reasons. Impact of stress on performance, Work stress model, Burnout- meaning, causes, effects, techniques of coping, Fatigue- meaning and techniques of lessening				

	fatigue, Boredom- meaning and countering effects, Stress v/s Burnout, Anxiety- Concept, types, mechanisms								
	Unit- III Managing Stress Prerequisites of stress-free life, Approaches to stress management- Action oriented, Emotion oriented, Acceptance oriented, Managing stress at Individual and organisational level, Models of stress management- Transactional model, Health Realisation/ Innate Health model. General Adaption Syndrome- Concept and stages, Measurement of stress reaction- Physiological, cognitive, behavioural								
	Unit- IV Stress Management Leading to Success Eustress- Concept, factors affecting eustress. Stress and technology, Stress audit process, Assessment of stress- tools and methods, future of stress management, stress counselling, stress management therapy								
	Unit V Counselling and Other Techniques Counselling- Concept, need, objective, steps. Employee counselling- Concept, objectives, theoretical approaches, Techniques/ types, Meditation and Yoga- Concept and importance, Relaxation- Concept and techniques								
Mapping between COS and PSOs		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
Reference Books	1. Heena T. Bhagtani, Stress Management, Himalaya Publishing House. 2. Tapamoy Deb, Human Resource Development, Anne Books. Pvt. Ltd.								
Teaching Methodology	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.								
Evaluation Method	Internal Assessment: 25 Marks External Assessment: 25 Marks								