



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/૧૩૬૫૮/૨૦૨૬  
તા.૨૩-૦૬-૨૦૨૬

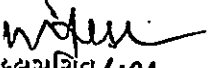
પ્રતિ,  
વડાશ્રી,  
માનવ સંશોધન વિભાગ,  
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,  
સુરત.

**વિષય :-** Master of Labour Welfare ના સેમેસ્ટર-૩ અને ૪ ના અભ્યાસક્રમ બાબત.

સુજાશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર Master of Labour Welfare ના સેમેસ્ટર-૩ અને ૪ ના અભ્યાસક્રમ મંજૂર કરવા અંગે એચ.આર.ડી. અને લેબર વેલફેર વિષયની અભ્યાસ સમિતિની તા.૧૩/૦૨/૨૦૨૬ની સંયુક્ત સભાનાં ઠરાવ ક્રમાંક: ૩ અન્વયે કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા.૧૦/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક:૦૩ થી કરેલ ભલામણ સ્વીકારી એકેડેમિક કાઉન્સિલની તા.૧૮/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૪૫ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

  
કુલસચિવ (૦૦૧)

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

**Master of Labour Welfare**

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**Master of Labour Welfare**

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

<b>Name of Program</b>	<b>Master of Labour Welfare</b>
<b>Program Abbreviation</b>	<b>MLW</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>	The programme equips students with advanced knowledge, analytical and research skills, strategic and ethical HR competencies, and specialized labour welfare expertise to effectively manage employee relations, ensure legal compliance, foster organisational development, and promote holistic worker well-being in a dynamic global environment.
<b>Program Outcome (PO)</b>	<p><b>PO1: Knowledge and Understanding:</b> 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.</p> <p><b>PO2: Analytical Skills:</b> Apply critical thinking and problem-solving skills to analyze complex labour issues and organisational challenges.</p> <p><b>PO3: Research Proficiency:</b> Conduct comprehensive research on topics related to industrial relations, labour welfare, and HRM to contribute to the body of knowledge and practice.</p> <p><b>PO4: Strategic HRM:</b> Develop and implement strategic HR practices that support employee welfare, organisational development, and sustainable growth.</p> <p><b>PO5: Leadership and Communication:</b> Exhibit strong leadership qualities and effective communication skills to collaborate with stakeholders, including management, employees, and government bodies.</p> <p><b>PO6: 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>PO7: Global Perspective:</b> Understand and apply international HRM principles and the impact of globalization on labour relations and human resource management.</p>

	<p><b>PO8: Practical Application:</b> Integrate theoretical knowledge with practical insights gained through internships and projects to enhance real-world HR and labour welfare practices.</p>								
<p><b>Mapping between POS and PSOs</b></p>	<p><b>PSO1: Labour Welfare Expertise:</b> Develop and implement welfare programs and policies that cater to the needs of the workforce, addressing both individual and collective interests.</p> <p><b>PSO2: Policy and Legal Compliance:</b> Interpret and apply labour laws effectively in different organisational contexts, ensuring compliance and advocating for fair practices.</p> <p><b>PSO3: Employee Relations Management:</b> Demonstrate expertise in handling employee grievances, fostering positive industrial relations, and mediating conflicts to promote harmonious work environments.</p> <p><b>PSO4: Organisational Change Management:</b> Utilize theories and tools of organisational change and development to lead initiatives that enhance workplace productivity and employee satisfaction.</p> <p><b>PSO5: Advanced HR Management Skills:</b> Design and execute HR practices such as recruitment, training, development, compensation management, and performance appraisal to align with organisational goals.</p> <p><b>PSO6: Research and Project Writing:</b> Develop well-researched project reports and case studies that contribute to academic knowledge and practical HR solutions.</p> <p><b>PSO7: Elective Specialization:</b> Choose from specialized areas, such as learning and development, CSR, and strategic HRM, to gain targeted skills and knowledge relevant to specific HR functions.</p> <p><b>PSO8: Psychological and Sociological Understanding:</b> Apply principles of organisational psychology and sociology to improve workforce management, employee well-being, and organisational culture.</p>								
<p><b>Mapping between POS and PSOs</b></p>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
PO1	3	3	3	3	3	3	3	3	3
PO2	3	2	3	2	3	2	3	3	3
PO3	3	1	3	2	3	3	3	2	3
PO4	2	1	3	2	3	2	2	2	3
PO5	2	3	2	3	1	1	1	2	2
PO6	3	1	3	2	3	3	3	2	3
PO7	2	2	2	3	2	2	2	3	3
PO8	3	3	3	3	3	3	3	3	3



**STRUCTURE FOR ERP**  
**PROGRAM NAME: Master of Labour Welfare (MLW)**  
**SEMESTER: III**

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>	LW- C-301	Labour Laws - III	Labour Laws - III	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- C-302	Organisational Change and Development	Organisational Change and Development	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- C-303	Human Resource Development	Human Resource Development	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
<b>Elective: A (Group- I)</b>																	
	LW- E-304- A	Learning and Development	Learning and Development	Elective:A (Group - I)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- A-305- A	Communication Skills	Communication Skills	Elective:A (Group - I)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
<b>Elective: A (Group- II)</b>																	
	LW- A-304- B	Corporate Social Responsibility	Corporate Social Responsibility	Elective:A (Group - II)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- E-305- B	Stress Management and Employee Counselling	Stress Management and Employee Counselling	Elective:A (Group - II)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
<b>A Student has to opt for any one group from Elective- A</b>																	

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**SYLLABUS**

<b>Program Name</b>	MLW				
<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>	LW-C-301				
<b>Course Level</b>					
<b>Course Title</b>	Labour Laws- 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>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	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									

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**SYLLABUS**

<b>Program Name</b>	MLW				
<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>	LW-C-302				
<b>Course Level</b>					
<b>Course Title</b>	Organisational Change & 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>				
<b>Course Content</b>	<p><b>Unit- I Introduction to organisational change</b></p> <p>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.</p> <p>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></p> <p>Organisational Development: Introduction, Nature, Definition, Meaning, foundation, characteristics, objectives, assumptions and values of OD, OD</p>				

	<p>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>																																																															
<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>2</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	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
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<b>Reference Books</b>	<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.																																																															
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**SYLLABUS**

<b>Program Name</b>	MLW				
<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>	LW-C-303				
<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>	<table border="1"> <thead> <tr> <th></th> <th>PSO 1</th> <th>PSO 2</th> <th>PSO 3</th> <th>PSO 4</th> <th>PSO 5</th> <th>PSO 6</th> <th>PSO 7</th> <th>PSO8</th> </tr> </thead> <tbody> <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>3</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>3</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> </tbody> </table>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	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
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<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>	MLW				
<b>Semester</b>	3				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major (Elective: A (Group- I))				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	LW-E-304-A				
<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,</li> </ul>				

	<p>training methods, and evaluation mechanisms.</p> <ul style="list-style-type: none"> <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.																																																															
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks																																																															

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<b>Semester</b>	3				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective: A (Group- I))				
<b>Course Subtype</b>	Skill Development				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	LW-A-305-A				
<b>Course Level</b>					
<b>Course Title</b>	Communication Skills				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define key concepts of communication, including types, channels, barriers, and principles of effective communication.</li> <li>Identify the components and processes of verbal and non-verbal communication.</li> <li>Recall the essentials of business letters, reports, and interview skills.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the nature, scope, and importance of communication in a managerial context.</li> <li>Describe the relationship between verbal and non-verbal communication and their impact on the communication process.</li> <li>Discuss barriers to effective communication and ways to overcome them.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply the principles of effective communication to create structured business letters, memos, reports, and presentations.</li> <li>Demonstrate negotiation and interview skills in business scenarios.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the effectiveness of communication channels and organisational communication systems.</li> <li>Identify the reasons behind communication breakdowns and evaluate strategies to mitigate these barriers.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Assess the effectiveness of listening and presentation skills in achieving business communication objectives.</li> <li>Evaluate the appropriateness of negotiation strategies in different business contexts.</li> </ul>				

	<p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design effective communication strategies, incorporating verbal, non-verbal, and written communication techniques for various business situations.</li> </ul>									
<p><b>Course Content</b></p>	<p><b>Unit- I Nature and Scope of Business Communication</b>  <b>Introduction:</b> Meaning and concept, nature of communication, classification of communication, process of communication, purpose of communication, scope of communication, functions of communication, evaluation of communication effectiveness, Organisational communication, Need of communication skills in manager, communication process- one-way process and two-way process model.  <b>Channels of Communication:</b> Channels based on Organisational structure: Formal and informal advantages and disadvantages, Communication on direction: upward and downward, lateral and horizontal, diagonal and crosswise communication, inward and outward communication.</p> <p><b>Unit- II Verbal and Non-Verbal Communication</b>  <b>Verbal communication:</b> Oral communication- meaning, characteristics, methods, advantages, disadvantages, tips for effective oral communication. Written communication- meaning, methods, characteristics, advantages and disadvantages.  <b>Non-Verbal communication:</b> Introduction, characteristics, relationship of non-verbal message and with verbal message, aspects of body language, effective use of body language.</p> <p><b>Unit- III Barriers to communication</b>  <b>Communication barriers:</b> Meaning and concept, categorization of barriers: Semantic barriers, organisational barriers, interpersonal barriers, individual or psycho-sociological barriers, cross-cultural and geographic barriers, physical barriers, technical aspects in communication barriers, measures to overcome barriers in communication.  <b>Principles of effective communication:</b> Seven C's of effective communication, the four S's of communication.</p> <p><b>Unit- IV Listening skills and Presentation skills</b>  <b>Listening Skills:</b> Meaning and concept, listening process, personal characteristics and listening, types of faulty listening, barriers to listening, effective listening, do's and dont's of listening. <b>Presentation Skills:</b> Meaning and concept, Presentations in a business, six great helpers: 5Ws and 1 H.  <b>Public speaking:</b> Meaning and concept, Activities involved in public speaking.</p> <p><b>Unit- V Other forms of Communication</b>  <b>Negotiation Skills:</b> Meaning and concept, nature of negotiation, factors affecting negotiation, negotiation process, bargaining strategies, guidelines for successful negotiation.  <b>Business Letters and Reports:</b> Meaning and concept, essentials of a business letter, Parts of business letter, letters to staff, notice, circulars and memo, report- meaning, types, essentials of a good report.  <b>Interview skills:</b> Meaning, types, structure, attending interviews, Job application letter and CV.</p>									
<p><b>Mapping between Cos and PSOs</b></p>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO8	
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Sehgal, M.K., &amp; Khetarpal, V. (2016) Business Communication, Third edition, Excel books Delhi.</li> <li>2. Madhukar, R. K. (2010) Business Communication, 2nd edition, Vikas Publication house Noida.</li> <li>3. Pal Rajendra, &amp; Korlahalli (2011) J.S. Essentials of Business Communication, Sultan Chand &amp; sons</li> <li>4. Bahl, S. Business Communication Today, Sage Publications</li> <li>5. Sinha, A., &amp; Sing, N. (2013) Business Communication Skills, 2<sup>nd</sup> ed., Vrinda Publications Pvt ltd.</li> <li>6. Raman, M. &amp; Singh, P. Business Communication, Second ed., Oxford higher education.</li> <li>7. Bhatia, R. C. (2008) Business Communication, Ane Books India.</li> </ol>
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<b>Semester</b>	3				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective: A (Group- II))				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	LW-A-304-B				
<b>Course Level</b>					
<b>Course Title</b>	Corporate Social Responsibility				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	Academic Year: 2026-2027				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define Corporate Social Responsibility (CSR) and explain the legal and regulatory framework under the Companies Act, 2013, including mandatory provisions and Schedule VII obligations.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Describe the historical evolution of CSR, Caroll's CSR Pyramid, and thought leadership in the field.</li> <li>Explain the applicability of CSR obligations to Indian and foreign companies and the calculation of net worth, turnover, and profit for CSR compliance.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Identify eligible CSR projects and programs in alignment with corporate obligations for effective CSR spending.</li> <li>Develop policies, form CSR committees, and plan outsourcing strategies for CSR implementation.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the scope of CSR expenditure and distinguish between qualifying and non-qualifying CSR spends.</li> <li>Examine the processes for monitoring, evaluation, and need assessment in CSR implementation.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate CSR initiatives through tools like impact assessment, monitoring, and evaluation, identifying areas of improvement in implementation strategies).</li> <li>Assess the significance of NGO partnerships and address obstacles in Business-NGO collaboration for CSR initiatives.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design comprehensive CSR implementation strategies that include policy formulation, partnerships, and evaluation frameworks.</li> </ul>				

	<ul style="list-style-type: none"> <li>Develop frameworks for CSR reporting, disclosure, and compliance with annual reporting requirements.</li> </ul>																																																															
<b>Course Content</b>	<p><b>Unit- I Introduction to CSR</b>  Concepts and Definitions of CSR, Definitions by Business for Social Responsibility, ISO 26000, History of CSR, CSR Sculptors, Thought Leaders, Caroll's CSR Pyramid, CSR Evaluation in India.</p> <p><b>Unit- II Mandatory provisions to implement CSR</b>  Mandatory provisions by Companies Act 2013, Director's duties on CSR, CSR spends obligation - Expenditure/Activities which qualify CSR or specified in Schedule VII to the 2013 Act, Applicability of obligations to Indian Companies as well as Foreign Companies, Net worth, Turnover and Net Profit on CSR.</p> <p><b>Unit- III Mandatory provisions to implement CSR</b>  CSR Committee of Directors, CSR Policy Formulation, Scope of CSR Expenditure, Expenditure which will not be considered as CSR spends, CSR through Trusts/NGOs set up by company/its group entities, or outsourcing CSR.</p> <p><b>Unit- IV Mandatory provisions to implement CSR</b>  Requirement of Annual CSR Report, Disclosure of CSR Spends in Annual Account/Annual Return, Auditors and Secretarial Auditors in relation to CSR, Penalties and Punishments, Tax implications.</p> <p><b>Unit- V Monitoring and Evaluation</b>  Concept of Monitoring and Evaluation, Purpose of monitoring and evaluation, various processes of CSR implementation, NGO partnerships in India, obstacles of Business-NGO Collaboration, the concept of Need Assessment and its importance.</p>																																																															
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CO5	3	3	3	3	3	2	3	3																																																								
CO6	3	3	3	3	3	3	3	3																																																								
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>Srinivasan Anand (2014) Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi.</li> <li>Chatterji Madhumita (2014) Corporate Social Responsibility, Oxford University Press, New Delhi.</li> <li>CII-PwC Handbook on Corporate Social Responsibility in India.</li> <li>Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices.</li> <li>Garg Kamal, (2014) Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1/4/2014, Bharat Law House, New Delhi.</li> <li>Mukharjee Harsha (2016) Sustainable CSR, Himalaya Publishing House.</li> </ol>																																																															
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.																																																															
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks																																																															

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<b>Semester</b>	3				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major (Elective: A (Group- II))				
<b>Course Subtype</b>	Skill Development				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	LW-E-305-B				
<b>Course Level</b>					
<b>Course Title</b>	Stress Management and Employee Counselling				
<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>• Concepts, features, and types of stress, along with workplace stressors, burnout, fatigue, boredom, and anxiety</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>• Understanding the models and approaches of stress management</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>• Stress management techniques, interventions, and coping strategies for reducing stress, fatigue, and burnout in workplace and personal settings</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>• The relationship between stressors and stress, potential sources of stress, and their consequences on individual and organisational performance</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>• Evaluate stress audit processes, Stress and technology, future of stress management</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>• Design effective stress reduction plans and employee counselling interventions using yoga, meditation, relaxation, and therapy techniques</li> </ul>				
<b>Course Content</b>	<p><b>Unit- I Understanding Stress and Stress Management</b>  <b>Stress:</b> Concept, feature, types of stress, relation between stressors and stress, potential sources of stress, Consequences of stress. <b>Stress management:</b> concept, benefits, interventions</p> <p><b>Unit- II Stress at Workplace</b>  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</p>				

	<p><b>Unit- III Managing Stress</b> 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</p> <p><b>Unit- IV Stress Management Leading to Success</b> 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</p> <p><b>Unit V Counselling and Other Techniques</b> Counselling- Concept, need, objective, steps. Employee counselling- Concept, objectives, theoretical approaches, Techniques/ types, Meditation and Yoga- Concept and importance, Relaxation- Concept and techniques</p>								
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
CO1	3	2	2	1	1	1	1	1	1
CO2	3	3	2	2	2	1	1	1	1
CO3	2	3	3	3	2	2	2	2	2
CO4	2	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	3	3	3	2
CO6	2	3	3	3	3	3	3	3	3
<b>Reference Books</b>	<p>1. Heena T. Bhagtani, Stress Management, Himalaya Publishing House. 2. Tapamoy Deb, Human Resource Development, Anne Books. Pvt. Ltd.</p>								
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.								
<b>Evaluation Method</b>	<p>Internal Assessment: 30 Marks External Assessment: 70 Marks</p>								

**STRUCTURE FOR ERP**  
**PROGRAM NAME: Master of Labour Welfare (MLW)**  
**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>	LW- C-401	Compensation & Reward Management	Compensation & Reward Management	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- C-402	Strategic HRM	Strategic HRM	Core	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
											Internal			External Marks		TH	PR
	LW- C-403	Internship & Project Report Viva Voce	Internship & Project Report Viva Voce	Core	4	NIL	3 hours	1 hour	4	NIL	100			100		100	NIL
<b>Elective: B (Group- I)</b>																	
	LW- E-404- A	Organisational Psychology	Organisational Psychology	Elective:B (Group- I)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- E-405- A	Industrial Sociology	Industrial Sociology	Elective:B (Group- I)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
<b>Elective: B (Group- II)</b>																	
	LW- E-404-B	International Human Resource Management	International Human Resource Management	Elective:B (Group- II)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
	LW- E-405- B	Corporate Governance & Sustainability	Corporate Governance & Sustainability	Elective:B (Group- II)	4	NIL	3 hours	1 hour	4	NIL	20	5	5	70	NIL	100	NIL
<b>A Student has to opt for any one group from Elective- B</b>																	

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<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>	LW-C-401				
<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> </ul>				

	<ul style="list-style-type: none"> <li>• Develop integrated incentive schemes to improve motivation and retention.</li> </ul>									
<b>Course Content</b>	<b>Unit- I Reward Management &amp; Strategy</b>									
	<p><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.</p> <p><b>Reward Strategy:</b> Concept and meaning, Structure of reward strategy, Developing reward strategy and its implementation.</p>									
	<b>Unit- II Total Rewards &amp; Non-Financial Rewards</b>									
	<p><b>Total Rewards:</b> Concept and meaning, Elements of Total rewards, Models of Total Rewards</p> <p><b>Non-Financial Rewards:</b> Introduction, Significance, Types, Individual extrinsic rewards, Individual intrinsic rewards, Collective extrinsic reward, Collective intrinsic rewards</p>									
	<b>Unit- III Compensation Management</b>									
<p><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>										
<b>Unit- IV Wage Administration &amp; Job Evaluation</b>										
<p><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.</p> <p><b>Job evaluation:</b> Concept and Meaning, process, essentials, benefits, methods and limitations.</p>										
<b>Unit- V Incentives &amp; Employee Benefits</b>										
<p><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.</p> <p><b>Fringe Benefits:</b> Meaning and concept, features, need, objectives, fringe benefits in India and its significance.</p>										
<b>Mapping between Cos and PSOs</b>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	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	
<b>Reference Books</b>	1. Bhatia, S. K. (2003) New Compensation Management in Changing Environment, Deep & Deep Publications, New Delhi.									
	2. Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practices-Improving Performance through Reward, Third Edition, Kogan Page, New Delhi.									
	3. Rao, V.S.P. (2013) Human Resource Management, Third Edition, Excel books, Delhi.									
	4. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand									

<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>	MLW				
<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>	LW-C-402				
<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 performance; How strategic HRM concepts impact practice Strategic HRM in action Formulating HR strategy; The content of HR strategies; 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>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO8	
CO1	3	2	2	1	1	1	1	1	1	
CO2	3	3	2	2	2	1	1	1	1	
CO3	2	3	3	3	2	2	2	2	2	
CO4	2	3	3	3	3	3	2	2	2	
CO5	2	3	3	3	3	3	3	3	2	
CO6	2	3	3	3	3	3	3	3	3	
<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>									

<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>	MLW				
<b>Semester</b>	4				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Research Project / Internship</b>				
<b>Course Subtype</b>	<b>Employability / Skill Development</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	LW-C-403				
<b>Course Level</b>					
<b>Course Title</b>	<b>Internship and Project report Viva Voce</b>				
<b>Credit</b>	<b>Theory: 08</b>		<b>Practical: 0</b>		<b>Total: 08</b>
<b>Effective Form</b>	<b>Academic Year: 2026-2027</b>				
<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>
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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
	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								

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<b>Semester</b>	4				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective: B (Group- I))				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	LW-E-404-A				
<b>Course Level</b>					
<b>Course Title</b>	Organisational Psychology				
<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 explain the nature, scope, and subfields of Organisational Psychology</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>The relevance of organisational psychology in contemporary workplace issues and challenges.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Demonstrate the use of psychological, personality, and intelligence tests in assessing employee behaviour, adjustment, and abilities in organisational contexts.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Critically examine the strengths, weaknesses, advantages, and disadvantages of psychological testing methods, personality inventories, and intelligence measures.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Assess the practical applications of various psychological tools and ergonomic practices in organisational settings.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design psychologically sound interventions, test applications, and ergonomic strategies to enhance organisational productivity, employee well-being, and workplace efficiency.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- I Introduction to Organisational psychology</b>  <b>Organisational Psychology:</b> Definition, Nature, Scope of Organisational Psychology, Subfields of Organisational Psychology, Contemporary issues and challenges</p> <p><b>Unit- II Psychological Test</b>  <b>Psychological Test:</b> Definition, Nature, Steps in test development, Classifications of psychological test, Advantages and disadvantages of testing.</p> <p><b>Unit- III Personality Test</b>  <b>Personality Test:</b> Bell Adjustment Inventory, California test, Minnesota Multiphasic Personality Inventory, Guilford Zimmerman Temperament Survey, Projective Test, Rorschach Ink Blot Test, Thematic Appreciation Test, Situational Test.</p> <p><b>Unit- IV Intelligence Test</b>  <b>Intelligence Test:</b> Test of intelligence, the Stanford- Binet Test, Standard Progressive Matrices, Wechsler scale, Otis test, Wonderlic, Multifactor tests, Test of Mechanical ability, Test of Clerical ability, Test of Interest and other tests.</p> <p><b>Unit- V Ergonomics: Man and Machine</b>  <b>Ergonomics:</b> Approaches, Motion and Time study, Principles of motion economy, Problems faced in application of ergonomics.</p>									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
CO1	3	2	2	1	1	2	1	1		
CO2	3	3	2	2	2	2	1	1		
CO3	3	3	3	3	2	3	2	2		
CO4	2	3	3	3	3	2	2	2		
CO5	2	3	3	3	3	3	3	2		
CO6	2	3	3	3	3	3	3	3		
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>Blum W.L, (1984), Industrial Psychology- CBS Publisher and Distributors, New Delhi</li> <li>P.K. Gosh &amp; M.B. Ghorpade, (1998), Industrial Psychology- Himalaya Publishing House, Mumbai</li> <li>Srivastava &amp; S. Kumar, (1990), Industrial Psychology- Printwell Publishers, Jaipur</li> <li>Chaube SP, (2000) Industrial Psychology- Himalaya Publishing House, Mumbai</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<b>Semester</b>	4				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective: B (Group- I))				
<b>Course Subtype</b>	Nil				
<b>Subject Type</b>	Intra-disciplinary				
<b>Course Code</b>	LW-E-405-A				
<b>Course Level</b>					
<b>Course Title</b>	Industrial Sociology				
<b>Credit</b>	Theory: 4		Practical: 0		Total: 4
<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 of Industrial Sociology and its place among social sciences.</li> <li>Identify the characteristics of industrial systems and their historical development</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the relationship between industry and society, including the impact of industrialization on social institutions like caste, marriage, and family.</li> <li>Describe group dynamics and their relevance in workplace environments.</li> <li>Discuss theories of alienation, anomie, and morale in the industrial context.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply sociological perspectives to understand and Analyse workplace dynamics and group behaviors.</li> <li>Use insights from Industrial Sociology to evaluate social issues related to work and employment.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the factors influencing morale and its relationship with productivity.</li> <li>Examine the social implications of modern technology and its effects on workplace structures and human behavior.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the impact of industrialization on societal systems and institutions.</li> <li>Assess solutions to workplace issues such as alienation, anomie, and morale problems.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Develop critical frameworks for addressing industrial and organisational challenges through sociological theories.</li> <li>Design strategies to improve workplace morale and productivity by applying sociological principles.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- I Introduction to Industrial Sociology</b>  Definition, Aim, Key Industrial Sociological Concepts, Nature, Scope and Importance of Industrial Sociology, Necessary of Industrial Sociology, Development of Industrial Sociology, Place of Industrial Sociology among the Social Sciences, Industrial Sociology and Occupational Skills.</p> <p><b>Unit- II Forerunners of Industrial System</b>  <b>Forerunners of Industrial System:</b> Industrial System and Growth, Hunting and gathering Societies, Feudal system, Manorial, Guild system, Domestic and Putting-Out System, Factories and its characteristics, Industrialization and Its impact on Social Institutions: (a) On the Caste system, (b) On the system of Marriage and (c) on Family System.</p> <p><b>Unit- III Social Groups in Industry</b>  <b>Social Groups in Industry:</b> Concept of Social Group, Patterned Social Behaviour, Functions of a Group, Group Development, Key dimensions of a Group, Group Dynamics, Social Loafing, Group think, Committees in Industry, Focus Group, Teams.</p> <p><b>Unit- IV Theories Industrial Sociology</b>  Theories to Industrial Sociology: Alienation and Anomie: Meaning, Causes of Alienation and Solutions to the problem, Marx’s theory of Alienations, types of Alienation, Anomie- Meaning, types of Anomie.</p> <p><b>Unit- V Employee Morale</b>  Meaning of Morale, Morale and Productivity, Factors influencing the Morale, Indices of Low Morale, Suggestions to improve Morale, Difficulties caused by Complex System, Social impacts of Modern Technology.</p>									
<b>Mapping between Cos and PSOs</b>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO8	
CO1	2	1	2	1	1	1	1	1	2	
CO2	2	1	3	2	1	1	1	1	3	
CO3	3	1	3	2	2	1	2	2	3	
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CO5	3	1	3	3	2	2	2	2	3	
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Singh Narendar (2012) Industrial Sociology, Tata McGraw-Hill</li> <li>2. Gisbert Pauscual (1972) Fundamentals of Industrial Sociology- Tata McGraw- HillPublishing House, New Delhi.</li> <li>3. Sharma, Pandey (2001) Industrial Sociology- Surjeet Publications, New Delhi.</li> <li>4. Dayal Raghbir (1996) Industrial Sociology and Labour Welfare- Mittal Publications,New Delhi.</li> <li>5. Giri P.K. (2005) Industrial Sociology, Sublime Publications Jaipur India</li> <li>6. Ramaswamy B. (2012) Industrial Sociology, Alfa Publications</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 30 Marks External Assessment: 70 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	MLW				
<b>Semester</b>	4				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Major (Elective: B (Group- II))				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	LW-E-404-B				
<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>CO1- 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>	<p><b>Unit- I Introduction to International Human Resource Management</b>  <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</p>				

	<p>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></p> <p><b>Expatriate:</b> Meaning, Different Roles of Expatriate, Reasons for Expatriates failure, process of adjustment.</p> <p><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></p> <p><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.</p> <p><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></p> <p><b>Social Security Schemes in different countries:</b> Statutory social security scheme, Federalrepublic of Germany, U.K., U.S.A. and Russia.</p> <p><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>PSO 1</th> <th>PSO 2</th> <th>PSO 3</th> <th>PSO 4</th> <th>PSO 5</th> <th>PSO 6</th> <th>PSO 7</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>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	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>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>	MLW				
<b>Semester</b>	4				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	Minor (Elective: B (Group- II))				
<b>Course Subtype</b>	Employability				
<b>Subject Type</b>	Discipline Specific				
<b>Course Code</b>	LW-E-405-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, committees, and regulatory frameworks in improving transparency and accountability.</li> <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>																																																															
<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 Anlgo-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>																																																															
<b>Mapping between Cos and PSOs</b>	<table border="1"> <thead> <tr> <th></th> <th>PSO 1</th> <th>PSO 2</th> <th>PSO 3</th> <th>PSO 4</th> <th>PSO 5</th> <th>PSO 6</th> <th>PSO 7</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>		PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	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>University Press</p> <p>6. Kaen Fred R. (2018) A Blueprint for Corporate Governance, PHI Learning Pvt. Ltd.</p> <p>7. Bhatt Bimal CA (2016) Indian Corporate Citizenship, Himalaya Publishing House</p>
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	<p>Internal Assessment: 30 Marks</p> <p>External Assessment: 70 Marks</p>