



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

VEER NARMAD SOUTH GUJARAT UNIVERSITY

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

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

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

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ક્રમાંક: ઓથો./પરિપત્ર/૧૩૬૭૭/૨૦૨૬
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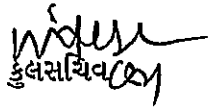
પ્રતિ,
વડાશ્રી,
માનવ સંશોધન વિભાગ,
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,
સુરત.

વિષય :- NEP- 2020 અંતર્ગત Post Graduation Diploma in Corporate Social Responsibility નો સેમેસ્ટર-૧ અને ૨ ના અભ્યાસક્રમ બાબત.

સુશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર NEP-2020 અંતર્ગત Post Graduation Diploma in Corporate Social Responsibility ના સેમેસ્ટર-૧ અને ૨ ના અભ્યાસક્રમ અંગે માનવ સંશોધન વિકાસ વિષયની અભ્યાસ સમિતિની તા.૦૪/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૨ અન્વયે કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા.૧૦/૦૬/૨૦૨૬ ની સભાનાં ઠરાવ ક્રમાંક:૩૬ થી કરેલ ભલામણ સ્વીકારી એકેડેમિક કાઉન્સિલની તા.૧૮/૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૭૮ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

ભિડાણ: ઉપર મુજબ


કુલસચિવ/કમ

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

**Post-Graduation Diploma in Corporate Social
Responsibility**

Semester 1 and 2 to be implemented from 2026-2027

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT Post-Graduation Diploma in Corporate Social Responsibility Semester 1 and 2 to be implemented from 2026-2027	
Name of Program	Post-Graduation Diploma in Corporate Social Responsibility
Program Abbreviation	P.G.D.C.S.R.
Duration	1 Year
Eligibility Criteria	Any Graduate
Pre-requisite	
Medium of Instruction	English
Objective of Program	To develop a comprehensive understanding of Corporate Social Responsibility concepts, principles, and practices; to equip learners with knowledge of sustainability, ethics, stakeholder engagement, and social development; to build competencies for planning, implementation, monitoring, and evaluation of CSR projects and programmes; to enhance managerial and professional skills required for CSR governance, reporting, and impact assessment; and to prepare learners for careers in corporate, non-governmental, and development sectors with a focus on social and environmental responsibility.
Program Outcome (PO)	<p>PO1: CSR, Sustainability, Ethics, and Responsible Business: Develop comprehensive knowledge and understanding of Corporate Social Responsibility (CSR), sustainability, ethics, and responsible business practices.</p> <p>PO2: Analysis of Social, Environmental, and Economic Challenges: Analyze social, environmental, and economic issues to design effective CSR strategies and sustainable development initiatives.</p> <p>PO3: Research, Analytical, and Problem-Solving Skills: Apply research, analytical, and problem-solving skills in planning, implementation, monitoring, and evaluation of CSR projects.</p> <p>PO4: Leadership, Communication, and Teamwork: Demonstrate leadership, communication, teamwork, and stakeholder management skills for effective community engagement and organizational development.</p> <p>PO5: Legal, Ethical, and Governance Integration: Integrate legal, ethical, governance, and policy frameworks related to CSR and sustainable business practices in decision-making.</p> <p>PO6: Modern Tools and Digital Technologies: Utilize modern tools, digital technologies, and impact assessment methods for CSR reporting, project management, and social auditing.</p>

	<p>PO7: Innovation and Sustainability: Promote innovation, social entrepreneurship, inclusiveness, and environmental sustainability for the welfare of society and nation –building.</p> <p>PO8: Professional Ethics and Global Citizenship: Exhibit professional ethics, lifelong learning attitude, and commitment towards social responsibility, sustainable development, and global citizenship.</p>																																																																																	
<p>Program Specific Outcomes (PSO)</p>	<p>PSO1: CSR, Sustainability, and Responsible Business Practices: Understand the concepts, principles, and frameworks of Corporate Social Responsibility, sustainability, and responsible business practices.</p> <p>PSO2: Design, Implementation, and Management of CSR Projects: Develop the ability to design, implement, and manage CSR projects addressing social, environmental, and community development issues.</p> <p>PSO3: Research, Impact Assessment, and Data Analysis: Apply research methodologies, social impact assessment techniques, and data analysis tools for evaluating CSR initiatives.</p> <p>PSO4: Stakeholder Engagement and Community Participation: Demonstrate skills in stakeholder engagement, community participation, partnership building, and conflict resolution.</p> <p>PSO5: CSR Laws, Governance, and Sustainability Reporting: Gain knowledge of CSR laws, governance practices, ethical standards, and sustainability reporting frameworks at national and global levels.</p> <p>PSO6: Digital Tools and Project Management: Utilize digital tools, project management techniques, and monitoring systems for effective execution and reporting of CSR activities.</p> <p>PSO7: Social Innovation and Sustainable Development: Promote social innovation, inclusive development, environmental conservation, and sustainable livelihood initiatives.</p> <p>PSO8: Leadership, Professionalism, and Ethical Values: Exhibit leadership, professionalism, communication skills, and ethical values required for careers in CSR, NGOs, social enterprises, and development sectors.</p>																																																																																	
<p>Mapping between POS and PSOs</p>	<table border="1" data-bbox="427 1406 1289 1742"> <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>PO1</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> <tr> <td>PO2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> </tr> <tr> <td>PO3</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>PO4</td> <td>2</td> <td>1</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>2</td> <td>3</td> </tr> <tr> <td>PO5</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>1</td> <td>2</td> <td>2</td> </tr> <tr> <td>PO6</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>PO7</td> <td>2</td> <td>2</td> <td>2</td> <td>3</td> <td>2</td> <td>2</td> <td>3</td> <td>3</td> </tr> <tr> <td>PO8</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> </tbody> </table>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PO1	3	3	3	3	3	3	3	3	PO2	3	2	3	2	3	2	3	2	PO3	3	2	3	2	3	3	2	3	PO4	2	1	3	2	3	2	2	3	PO5	2	3	2	3	2	1	2	2	PO6	3	2	3	2	3	3	2	3	PO7	2	2	2	3	2	2	3	3	PO8	3	2	3	2	3	3	3	3
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<p>PO-PSO Justification of the Mapping</p>	<ul style="list-style-type: none"> PO1 – PSO1 to PSO8 PO1 focuses on comprehensive knowledge of CSR, sustainability, ethics, governance, research, technology, and professional values, which strongly supports all programme-specific outcomes related to CSR understanding, project management, research, stakeholder engagement, governance, innovation, and professional development. PO2 – PSO1 to PSO8 PO2 emphasizes analysis of social, environmental, and economic 																																																																																	

	<p>issues for designing CSR strategies, directly contributing to sustainable development, social innovation, stakeholder engagement, and responsible business practices. Moderate linkage exists with technical and professional skill-based PSOs.</p> <ul style="list-style-type: none"> • PO3 – PS01 to PS08 PO3 relates to research, analytical ability, implementation, monitoring, and evaluation of CSR projects, strongly supporting research methodologies, project execution, impact assessment, and digital reporting systems. • PO4 – PS01 to PS08 PO4 develops leadership, communication, teamwork, and stakeholder management skills, which are essential for community participation, partnership building, organizational development, and professional growth in CSR sectors. • PO5 – PS01 to PS08 PO5 integrates legal, ethical, governance, and policy frameworks into decision-making, providing strong support to CSR laws, ethical standards, governance practices, and sustainability reporting frameworks. • PO6 – PS01 to PS08 PO6 emphasizes the use of modern tools, digital technologies, project management systems, and impact assessment techniques, directly aligning with PSOs related to monitoring, reporting, execution, and research applications in CSR. • PO7 – PS01 to PS08 PO7 promotes innovation, inclusiveness, environmental sustainability, and social entrepreneurship, which strongly contributes to sustainable livelihood initiatives, inclusive development, and nation-building activities. • PO8 – PS01 to PS08 PO8 focuses on professional ethics, lifelong learning, leadership, communication, and global citizenship, supporting professional competence, ethical practices, career readiness, and responsible social engagement in CSR and development sectors.
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STRUCTURE FOR ERP

PROGRAM NAME: Post-Graduation Diploma in Corporate Social Responsibility 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	CSR-C-01	Organisational Behaviour	Organisational Behaviour	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-02	Organisational Development	Organisational Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-03	Human Resource Management	Human Resource Management	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-04	Fundamentals of CSR	Fundamentals of CSR	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-05	CSR Process	CSR Process	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal (25)			External		Total	
MINOR	CSR-C-06	Bharatiya Knowledge System	Bharatiya Knowledge System	Core	2	NIL	2 hours	1 hour	2	NIL	15	5	5	25	NIL	50	NIL

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT SYLLABUS

Program Name	P.G.D.C.S.R.				
Semester	1				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability				
Subject Type	Discipline Specific				
Course Code	CSR-C-01				
Course Level					
Course Title	Organisational Behaviour				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026–27				
Course Outcomes	<p>CO1- Remembering</p> <ul style="list-style-type: none"> 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. <p>CO2- Understanding</p> <ul style="list-style-type: none"> 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. <p>CO3- Applying</p> <ul style="list-style-type: none"> 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. <p>CO4- Analyzing</p> <ul style="list-style-type: none"> 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 organisational performance, identifying areas for intervention. 				

	<p>C05– Evaluating</p> <ul style="list-style-type: none"> Evaluate the effectiveness of different conflict management approaches and tools in fostering collaboration and achieving organisational goals. Critically assess the implications of job satisfaction, personality, and perception on individual and group performance. <p>C06– Creating</p> <ul style="list-style-type: none"> Design and propose strategies to enhance team dynamics, resolve conflicts, and improve overall organisational effectiveness. 																																																															
Course Content	<p>Unit– I Organisational Behaviour Definition and Scope; Fundamental Concepts of Organisational Behaviour; Elements of Organisational Behaviour; Approaches to Organisational Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organisational Behaviour; Scientific Management; The Human Relations Movement; Behaviouralism.</p> <p>Unit– II Foundations of Individual Behaviour Personality; Perception; Attitudes; Values; Job Satisfaction and its Implications</p> <p>Unit– III Foundations of Group Behaviour Key Group Concepts, Role and Status, Authority, Power and Development; Group Dynamics; Process of Group Formation; Types of Groups; Group Norms; Group Cohesiveness; decision-making in Groups, Team Building.</p> <p>Unit– IV Conflict Concept, Role, Sources, and Manifestation; Classification of Conflicts; Functional and Dysfunctional Conflict: Intra–Personal Conflicts, Goal Conflict, Role Conflict, Interpersonal Conflict.</p> <p>Unit– V Organisational Conflict Approaches to conflict management; Collaboration; Management of Conflict and Organisational Performance; Collaboration; Transactional analysis and Johari Window.</p>																																																															
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Reference Books	<ol style="list-style-type: none"> Stephen Robbins, Organizational Behaviour, Pearson Education, New Delhi. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour: Leading Human Resources, Pearson Education, New Delhi. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi. Udai Pareek, (2007) Understanding Organizational Behaviour, Oxford Press, New Delhi, (Second Edition) Aswathappa K., Organizational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai, 2011. 																																																															

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

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT SYLLABUS

Program Name	P.G.D.C.S.R.				
Semester	1				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability				
Subject Type	Discipline Specific				
Course Code	CSR-C-02				
Course Level					
Course Title	Organisational Development				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>C01- Remembering</p> <ul style="list-style-type: none"> Define the concepts, Nature, Definition, Meaning of Change, Development and Diagnosis <p>C02- Understanding</p> <ul style="list-style-type: none"> A comprehensive understanding of the key theories Organizational Development. <p>C03- Applying</p> <ul style="list-style-type: none"> Apply various OD interventions and techniques (e.g., team building, process consultation, appreciative inquiry). <p>C04- Analyzing</p> <ul style="list-style-type: none"> Develop the ability to diagnose organizational issues, Analyse challenges, and identify areas for improvement. <p>C05- Evaluating</p> <ul style="list-style-type: none"> Apply OD concepts to real-world scenarios and evaluate organizational challenges for effective solutions. <p>C06- Creating</p> <ul style="list-style-type: none"> Design and implement appropriate OD interventions based on organizational needs 				
Course Content	<p>Unit- I Introduction to organisational change</p> <p>Organizational 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>Unit- II Introduction to organisational development and diagnosis</p> <p>Organizational Development: Introduction, Nature, Definition, Meaning, foundation, characteristics, objectives, assumptions and values of OD, OD process, emergence of OD</p>				

	<p>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>Unit- III OD interventions OD Interventions: 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>Unit- IV Change agents Change agents: 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>Unit- V Implementation and assessment of OD Implementations and Assessments of O.D Implementation Conditions for Failure and Success of O.D Efforts. Assessment of O.D and Change in Organizational Performance – The impact of O.D. OD in context of liberalization, privatization, in public sector, case studies</p>																																																															
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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	P.G.D.C.S.R.		
Semester	1		
NCrF Credit Level			
Course Type	Major		
Course Subtype	Employability		
Subject Type	Discipline Specific		
Course Code	CSR-C-03		
Course Level			
Course Title	Human Resource Management		
Credit	Theory: 4		Practical: 0
			Total: 4
Effective Form	Academic Year: 2026-27		
Course Outcomes	<p>CO1- Remembering</p> <ul style="list-style-type: none"> • Define the fundamentals of Human Resource Management (HRM), including its features, scope, and objectives. <p>CO2- Understanding</p> <ul style="list-style-type: none"> • Explain the significance of HRM functions and their alignment with organizational goals. • Describe the processes of recruitment, selection, training, and performance appraisal. <p>CO3- Applying</p> <ul style="list-style-type: none"> • Apply HR practices such as recruitment techniques, training programs, and performance appraisal methods to organizational scenarios. <p>CO4- Analyzing</p> <ul style="list-style-type: none"> • Analyze issues related to managing people at work, including human resource planning, employee welfare, and motivation. • Examine the relationship between HR systems and strategic business objectives. <p>CO5- Evaluating</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of HR practices in achieving organizational performance and employee retention. • Assess the role of ethical behavior and employee well-being in HRM. <p>CO6- Creating</p>		

	<ul style="list-style-type: none"> Design HR interventions that align HR practices with organizational strategies and objectives. Develop frameworks for employee motivation, welfare, and career development. 																																																															
Course Content	<p>Unit- I Introduction to Human Resource Management Introduction to Human Resource Management (HRM), HRM- definition, features, scope, objectives, importance of HRM, Trends shaping HRM, HRM functions- Managerial Function, Operating function.</p> <p>Unit- II Human Resource Planning, Recruitment and Selection Human Resource Planning: Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting - definition, importance, objectives, purpose and process Employee Recruitment: Meaning and concept, Sources, factors affecting recruitment Employee Selection: Process, Types of Tests, Management Assessment Centers, Types of Interviews, Placement.</p> <p>Unit- III Training and Career Planning Employee Orientation: Meaning and Concept, Purpose and Process Training: Concept, Objectives, Importance, Analyzing The Training Need & Designing The Training Program, Implementation And Evaluation Of Training Program, Career Planning Concept And Process, Promotion, Transfers.</p> <p>Unit- IV Performance Appraisal Performance Appraisal: Concept, Process, Techniques For Appraising Performance, Appraisal Related Problems, Appraisal Interview.</p> <p>Unit- V Maintenance Function Ethical behaviour at work: Meaning and concept Employee wellbeing: Meaning and concept, importance, dimensions Separation: Meaning and concept, Objectives, Types/Ways, Process</p>																																																															
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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	P.G.D.C.S.R.				
Semester	1				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Entrepreneurship / Employability				
Subject Type	Discipline Specific				
Course Code	CSR-C-04				
Course Level					
Course Title	Fundamentals of CSR				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>C01 – Remembering</p> <ul style="list-style-type: none"> Define the meaning, concept, benefits, drivers, and theories of Corporate Social Responsibility (CSR). Identify CSR practices, global perspectives, and legal provisions related to CSR in India. <p>C02 – Understanding</p> <ul style="list-style-type: none"> Explain CSR perspectives in global and Indian contexts, including international initiatives and current CSR trends. Describe sector-specific guidelines, CSR rules, and provisions under the Companies Act, 2013. <p>C03 – Applying</p> <ul style="list-style-type: none"> Apply CSR principles, models, and regulatory frameworks to organizational and societal scenarios. Demonstrate the use of CSR guidelines and practices in business decision-making and community development activities. <p>C04 – Analyzing</p> <ul style="list-style-type: none"> Analyze the evolution of CSR practices in India and across different countries. Examine the relationship between CSR initiatives, corporate governance, sustainability, and legal compliance. <p>C05 – Evaluating</p> <ul style="list-style-type: none"> Evaluate the effectiveness of CSR initiatives undertaken by companies in achieving social and organizational objectives. 				

	<ul style="list-style-type: none"> Assess the role of legislation, SEBI guidelines, multinational corporations, and industrial associations in promoting responsible business practices. <p>C06 – Creating</p> <ul style="list-style-type: none"> Design CSR strategies and frameworks aligned with legal requirements, sustainability goals, and stakeholder expectations. Develop innovative CSR action plans for social welfare, ethical governance, and sustainable development. 																																																															
Course Content	<p>Unit –I CSR: An Overview Introduction, Meaning and Definition of CSR, Benefits of CSR, Drivers of CSR, Theories of CSR.</p> <p>Unit – II Perspective in Global Context Introduction, CSR in Europe, CSR in USA, CSR in Scandinavian Countries, CSR in Latin America, CSR in Developing Countries, International Initiatives Related to CSR.</p> <p>Unit – III Perspective in Indian Context Introduction, CSR in India: Historical Background, Models of Social Responsibility Operating in India, Evolution of a Legislation on CSR: Voluntary Practices to Regulatory Mechanism, Current Trends and Practices of CSR in India, CSR Initiatives of Indian Companies.</p> <p>Unit – IV Related Rules and Guidelines Introduction, Sector Specific Guidelines, MNCs, SEBI and Industrial Associations.</p> <p>Unit – V Companies Act, 2013 Introduction, Legislations Governing Companies in India, CSR Related Sections of Companies Act, Schedules Under the Companies Act, CSR Rules Framed Under the Companies Act.</p>																																																															
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	<p>8. OECD (2014). Responsible Business Conduct Matters. OECD Guidelines for Multinational Enterprises, OECD</p> <p>9. Arora, B. & Puranik, R. (2004). A Review of Corporate Social Responsibility in India. Development. 47. 93–100. 10.1057/palgrave.development.1100057</p> <p>10. Khandelwal, A. (2011). National Voluntary Guidelines for India Inc.: from CSR to Responsible Business. Sustainability Outlook</p>
Teaching Methodology	Interactive lectures, Role– play, Self–assessment tools, Cases & discussions.
Evaluation Method	<p>Internal Assessment: 50 Marks</p> <p>External Assessment: 50 Marks</p>

VEER NARMAD SOUTH GUJARAT UNIVERSITY,

SURAT SYLLABUS

Program Name	P.G.D.C.S.R.				
Semester	1				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability				
Subject Type	Discipline Specific				
Course Code	CSR-C-05				
Course Level					
Course Title	CSR Process				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>CO1 – Remembering</p> <ul style="list-style-type: none"> • Define the structural and functional setup of CSR, including policy formulation, organizational structure, and CSR thematic areas. • Identify key concepts related to business strategy, entrepreneurship, rehabilitation, and employer responsibilities in CSR. <p>CO2 – Understanding</p> <ul style="list-style-type: none"> • Explain the methodology and strategic planning process of CSR in organizations. • Describe the relationship between CSR, sustainable corporate strategy, entrepreneurship, welfare, and employee development. <p>CO3 – Applying</p> <ul style="list-style-type: none"> • Apply CSR strategies, HR mapping, training methods, and rehabilitation practices to organizational and social development scenarios. • Demonstrate the implementation of CSR action plans and welfare initiatives in business environments. <p>CO4 – Analyzing</p> <ul style="list-style-type: none"> • Analyze the role of CSR in business strategy, social inclusion, rehabilitation and resettlement, and employee welfare. 				

	<ul style="list-style-type: none"> Examine the impact of CSR practices on sustainable growth, human rights, and organizational performance. <p>CO5 – Evaluating</p> <ul style="list-style-type: none"> Evaluate the effectiveness of CSR strategies, R&R action plans, and employee performance appraisal systems. Assess the role of leadership, ethics, and social responsibility in achieving sustainable organizational objectives. <p>CO6 – Creating</p> <ul style="list-style-type: none"> Design CSR frameworks and strategic plans aligned with business, social welfare, and sustainability goals. Develop innovative models for social inclusion, employee development, rehabilitation, and community engagement. 																																																															
Course Content	<p>Unit-I Structural and Functional Setup Introduction, Policy Formulation and Organizational, Methodology of CSR, CSR Thematic Areas/Activities, CSR: Strategic Planning.</p> <p>Unit-II Business Strategy in CSR Introduction, Business Strategy: Concept and Overview, Strategic Positioning with Respect to CSR, CSR as Business Case, Sustainable Corporate Strategy.</p> <p>Unit-III Entrepreneurship and Welfare Introduction, Entrepreneurship, Human Rights and Social Exclusion, Factors, Dimensions and Types of Exclusion, Importance of Social Inclusion, The Social Enterprise Model, Welfare and Economic Growth.</p> <p>Unit-IV Rehabilitation and Resettlement Introduction, The Issues of R&R, Formulation and Implementation of R&R Action Plan, Integrating R&R and CSR.</p> <p>Unit-V Employer Perspective Introduction, Leadership in CSR: As an Employer, HR Mapping in CSR, Training and Development of Employees, Performance Appraisal by Employer.</p>																																																															
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	<ol style="list-style-type: none"> 5. Elkington, J. (2018). "25 Years Ago I Coined the Phrase "Triple Bottom Line." Here's Why It's Time to Rethink It", Harvard Business Review, 25 June 2018 6. Bandyopadhyay, M. (2006). Education of marginalised groups in India: From the Perspective of Social Justice. <i>Social Change</i>, 36 (2): 98 – 113. 7. Dumitrescu, A. L. (2015). The Welfare and the economic growth: The two faces of the same coin. <i>Global Economic Observer</i>3(2):116–123 8. Batra, G.S. and Dangwal, R.C. (2002). <i>Busines Management & Globalization</i>. Deep & Deep Publications, India Christensen. 9. L. J., Mackey, A. and Whetten, D. (2014). Taking responsibility for corporate social responsibility: The role of leaders in creating, implementing, sustaining, or avoiding socially responsible firm behaviors. <i>The Academy of management Perspectives</i> 28(2), 164–178. 10. Cochran, P.L. and wood, R.A. (1984) "Corporate social responsibility and financial performance", <i>Academy of Management Journal</i> 27 (1)
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	P.G.D.C.S.R.				
Semester	1				
NCrF Credit Level					
Course Type	Minor				
Course Subtype	Nil				
Subject Type	Intra-disciplinary				
Course Code	CSR-C-06				
Course Level					
Course Title	Bharatiya Knowledge System				
Credit	Theory: 2		Practical: 0		Total: 2
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>C01- Remembering</p> <ul style="list-style-type: none"> Define and describe the fundamental concepts of Bharatiya Knowledge Systems, including the self-revelation of Bharat, its civilizational journey, and the traditional contributions of India in science, arts, culture, and knowledge dissemination. <p>C02- Understanding</p> <ul style="list-style-type: none"> Explain the core principles of Jivan Darshan (Way of Life) in Bharatiya Knowledge Systems, including Karma, birth-death-rebirth, Sukha, Paap-Punya, Moksha, and the four Purusharthas. Discuss the philosophical foundations of Dharma, Artha, Kama, and Moksha and their role in guiding individual and social life. <p>C03- Applying</p> <ul style="list-style-type: none"> Illustrate the application of Bharatiya social and cultural values such as Ritam, Vasudhaiva Kutumbakam, and coexistence with nature in contemporary social contexts. Apply insights from Bhartiya Vangmaya and diverse paths of Upasana to promote harmonious living and ethical conduct in society. <p>C04- Analyzing</p> <ul style="list-style-type: none"> Analyze the relevance of Indian philosophical principles in governance, leadership, and management with reference to Arthashastra, Shukraniti, and sustainable development. Examine the structure and significance of ancient Indian education systems such as Gurukul, Takshashila, and Nalanda in knowledge transmission. <p>C05- Evaluating</p> <ul style="list-style-type: none"> Evaluate the ethical and moral frameworks of Indian thought and their impact on family, society, leadership, and governance. 				

	<ul style="list-style-type: none"> Critically assess the role of women, oral traditions, and storytelling in preserving and transmitting Bharatiya knowledge. <p>CO6- Creating</p> <ul style="list-style-type: none"> Design value-based models and strategies inspired by Bharatiya Knowledge Systems to address contemporary challenges in ethics, education, governance, sustainability, and social harmony. 																																																															
Course Content	<p>Unit- I Self-Revelation and Knowledge Tradition of Glorious Bharat Self-revelation of Bharat, Knowledge Tradition of Glorious Bharat, Sublime journey of Bharatiya Culture & Civilization, Dissemination and contribution of Bharatiya Knowledge system in the world Glorious tradition of Science and Arts in Bharat.</p> <p>Unit- II The Way of Life/Jivan Darshan in Bharatiya Knowledge Systems Way of Life as Bharatiya Knowledge Systems, The implicit concepts in Bharatiya Knowledge Systems, Birth, Death, Rebirth, Law of Karma, Idea of Sukha, Ideal of Life, Paap -Punya, Muksha, Four Purusharthas of Bharatiya Knowledge Systems, Dharma, Artha, Kama and Moksha.</p> <p>Unit- III Social and Cultural Dimensions of Jīvan Darshan Social viewpoint of Bharatiya Knowledge Systems, Co-existence of Nature and Human Nature, Manifold paths of Upasana, Value of Harmonious existence - Ritam, Idea of Vasudhaiv kutumbkam, Bhartiya Vangmaya and its Implication of Wisdom in Social Life.</p> <p>Unit- IV Indian Philosophy, Governance and Education Governance and Management, Arthashastra and its relevance, Shukraniti: An Overview, Concept of Leadership and Management in BKS, BKS and Sustainable Development, Education system in ancient India: Gurukul, Takshashila, Nalanda.</p> <p>Unit- V Bharatiya Knowledge System and Contemporary Relevance Ethics and values in Indian thought, Role of family and society in ethical development, Role of women in knowledge transmission, Role of oral tradition and storytelling in preserving knowledge, Relevance of BKS in contemporary society.</p>																																																															
Mapping between Cos and PSOs	<table border="1"> <thead> <tr> <th></th> <th>PSO1</th> <th>PSO2</th> <th>PSO3</th> <th>PSO4</th> <th>PSO5</th> <th>PSO6</th> <th>PSO7</th> <th>PSO8</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td>3</td> <td>1</td> <td>1</td> <td>1</td> <td>2</td> <td>1</td> <td>2</td> <td>1</td> </tr> <tr> <td>CO2</td> <td>3</td> <td>1</td> <td>1</td> <td>2</td> <td>2</td> <td>1</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO3</td> <td>3</td> <td>2</td> <td>2</td> <td>3</td> <td>2</td> <td>1</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO4</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO5</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> </tr> <tr> <td>CO6</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> </tr> </tbody> </table>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	CO1	3	1	1	1	2	1	2	1	CO2	3	1	1	2	2	1	2	2	CO3	3	2	2	3	2	1	3	2	CO4	3	2	3	2	3	2	3	2	CO5	3	2	3	3	3	2	3	3	CO6	3	3	3	3	3	2	3	3
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Reference Books	<ol style="list-style-type: none"> B. Mahadevan (2022). Introduction to Indian Knowledge Systems, IISC, Bangalore. Basham, A.L., (ed). A Cultural History of India, Sabda, Sri Aurobindo Ashram, Pondicherry, 1972. Kapoor Kapil, Singh Avadesh (2021). Indian Knowledge Systems Vol I & II, Indian Institute of Advanced Studies, Shimla, H.P. Mahadevan B., Pavana Nagendra, Bhat Vinayak Rajat (2022). Introduction To Indian Knowledge System: Concepts And Applications, PHI Learning Nitonde Rohidas (2024). Introduction to Indian Knowledge System: A Textbook for UG Students as per NEP 2020, Notion Press R.C. Majumdar, Ancient India, Motilal Banarsidas Publishers, New Delhi. 																																																															

	<p>7. Ranganathan, S. R. The Indian Tradition of Knowledge – holistic overview of Indian intellectual heritage</p> <p>8. Ray Partha Pratim (2024). Indian Knowledge Systems, Rajmangal Prakashan</p>
Teaching Methodology	Interactive lectures, Role– play, Self–assessment tools, Cases & discussions.
Evaluation Method	<p>Internal Assessment: 25 Marks</p> <p>External Assessment: 25 Marks</p>

STRUCTURE FOR ERP
PROGRAM NAME: Post-Graduation Diploma in Corporate Social Responsibility
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	CSR-C-07	CSR Implementation	CSR Implementation	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-08	CSR Projects and Programmes	CSR Projects and Programmes	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-09	Corporate Ethics and Governance	Corporate Ethics and Governance	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
	CSR-C-10	Learning and Development	Learning and Development	Core	4	NIL	3 hours	1 hour	4	NIL	30	10	10	50	NIL	100	NIL
											Internal			External		Total	
	CSR-C-II	Project report Viva Voce	Project report Viva Voce	Core	-	NIL	-	-	8	NIL	NIL			200	NIL	200	NIL

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT SYLLABUS

Program Name	P.G.D.C.S.R.				
Semester	2				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability / Skill Development				
Subject Type	Discipline Specific				
Course Code	CSR-C-07				
Course Level					
Course Title	CSR Implementation				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>CO1 – Remembering</p> <ul style="list-style-type: none"> • Define the concepts, structure, and functions of CSR departments, CSR committees, and board responsibilities. • Identify tax issues, annual CSR reporting requirements, and key terminology related to CSR management. <p>CO2 – Understanding</p> <ul style="list-style-type: none"> • Explain the process of prioritizing CSR projects through stakeholder consultation, sustainability frameworks, and budgeting methods. • Describe the role of implementing agencies, NGOs, and CBOs in driving CSR initiatives and partnerships. <p>CO3 – Applying</p> <ul style="list-style-type: none"> • Apply methods and indicators for selecting and prioritizing CSR projects in organizational and community contexts. • Demonstrate the process of identifying implementing agencies and establishing effective CSR partnerships. <p>CO4 – Analyzing</p> <ul style="list-style-type: none"> • Analyze the role of NGOs, corporate-NGO partnerships, and rating systems in successful CSR implementation. 				

	<ul style="list-style-type: none"> Examine the integration of community interests and company objectives in CSR practices and project implementation. <p>C05 – Evaluating</p> <ul style="list-style-type: none"> Evaluate CSR reporting practices, tools, techniques, and frameworks adopted by leading companies. Assess the effectiveness of CSR initiatives in relation to sustainability goals, SDGs, BRR, and legal compliance under the Companies Act, 2013. <p>C06 – Creating</p> <ul style="list-style-type: none"> Design CSR implementation and reporting strategies aligned with organizational goals, stakeholder expectations, and sustainability frameworks. Develop innovative CSR action plans integrating social welfare, ethical governance, and sustainable development practices. 																																																						
Course Content	<p>Unit I – Roles and Responsibilities Introduction, Formation of CSR Department and CSR Committee, Roles and Responsibilities of the Board, Tax Issues in CSR, Make and Buy Decisions, Annual Reporting on CSR.</p> <p>Unit II – Prioritization of CSR Projects Introduction, Defining Prioritization and Stakeholder Consultation for Prioritizing CSR Projects, Methods of Choosing CSR Initiatives, Frameworks for Prioritizing Sustainable Projects, Indicators for Prioritizing CSR Projects, How is the Budget Allocated for CSR Projects.</p> <p>Unit III – Choosing The Implementing Agency Introduction, Process of Identifying an Implementing Agency, How is a Partnership with an Implementing Agency Effected.</p> <p>Unit IV – Role of CBOs AND NGOs in Driving CSR Initiatives Introduction, Evolution of the Role of NGOs in CSR Practice, Corporate – NGO Partnership, Identifying the Right NGO, Rating Scales for NGOs, Successful Case Studies of NGO – Corporate Partnership for CSR, Importance of Being a Well Rated NGO, Keywords, Actioning The Theory.</p> <p>Unit V – CSR Reporting Process Introduction, Concept of CSR Reporting, Rationale of CSR Reporting, Process of CSR Reporting, Different Reporting Tools and Techniques, CSR Reporting Practiced by Leading Companies, CSR Reporting Under the Companies Act, 2013, Business Responsibility Reporting (BRR), Integrating SDGs into Corporate Reporting, Frameworks for Corporate Sustainability Reporting.</p>																																																						
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	CO6	3	3	3	3	3	3	3	3	
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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	P.G.D.C.S.R.					
Semester	2					
NCrF Credit Level						
Course Type	Major					
Course Subtype	Employability					
Subject Type	Discipline Specific					
Course Code	CSR-C-08					
Course Level						
Course Title	CSR Projects and Programmes					
Credit	Theory: 4		Practical: 0		Total: 4	
Effective Form	Academic Year: 2026-27					
Course Outcomes	<p>CO1 – Remembering</p> <ul style="list-style-type: none"> • Define the concepts, objectives, and process of CSR programme planning and needs assessment. • Identify stakeholders, monitoring techniques, evaluation methods, and participatory approaches in CSR programmes. <p>CO2 – Understanding</p> <ul style="list-style-type: none"> • Explain the importance of CSR needs assessment, stakeholder participation, monitoring, and evaluation in programme implementation. • Describe the principles, methods, and approaches used in planning and evaluating CSR programmes. <p>CO3 – Applying</p> <ul style="list-style-type: none"> • Apply CSR programme planning processes, needs assessment methods, and stakeholder engagement strategies in community development projects. • Use monitoring indicators and evaluation tools for assessing CSR programme performance and outcomes. <p>CO4 – Analyzing</p> <ul style="list-style-type: none"> • Analyze stakeholder interests, participation strategies, and development needs for effective CSR interventions. 					

	<ul style="list-style-type: none"> • Differentiate between appraisal, monitoring, evaluation, and impact assessment in CSR programmes. <p>C05 – Evaluating</p> <ul style="list-style-type: none"> • Assess the effectiveness of CSR programmes through monitoring techniques, evaluation designs, and SROI approaches. • Evaluate the suitability of participatory and conventional methods in CSR programme assessment. <p>C06 – Creating</p> <ul style="list-style-type: none"> • Design focused CSR programmes with appropriate stakeholder participation, monitoring systems, and evaluation frameworks. • Develop sustainable CSR strategies based on community needs and programme outcomes. 																																																															
Course Content	<p>Unit-I CSR Programmes Planning Introduction, What is CSR Programme Planning? Objectives of CSR Programme Planning, Need Identification in CSR Programme Planning, Types of CSR Programmes, Principles of Outcomes, Focused CSR Programme Planning, CSR Programme Planning Process.</p> <p>Unit-II CSR Needs Assessment Introduction, Need, Types of Development Needs, CSR Needs Assessment, Why Do a Needs Assessment? Information Collected in Needs Assessment, Methods of Needs Assessment, Selection of Needs Assessment Method How to Conduct CSR Needs Assessment.</p> <p>Unit-III Stakeholders Engagement and Participation Introduction, Participation – Meaning and Benefits, Stakeholders Engagement in CSR, Identify Key Stakeholders, Examine Stakeholder’s Interests and Impact of the Project, Assess Stakeholders Power and Interest, Outline a Stakeholder Participation Strategy Rapid Rural Appraisal (RRA) Participatory Rural Appraisal (PRA), Meaning and Objectives of PRA, PRA Principles, Distinguishing Features of PRA RRA Vs PRA.</p> <p>Unit-IV Monitoring of CSR Programmes Introduction, Monitoring, Scope of Monitoring in CSR, Concepts and Elements in Monitoring, Concepts in Monitoring, Elements in Monitoring Types of Monitoring Techniques of Monitoring, Monitoring Indicators.</p> <p>Unit-V Evaluation of CSR Programmes Introduction, Concept of Evaluation, Appraisal vs. Monitoring vs. Evaluation vs. Impact Assessment, What Are We Evaluating? Evaluation–Types and Designs, Types of Evaluation, Evaluation Designs Evaluation – Data Collection Methods, Conventional Methods, Participatory Methods Evaluation Approaches, Social Return On Investment (SROI).</p>																																																															
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	<ol style="list-style-type: none"> 2. FAO, FTTP. Diehl, D.C., and Galindo-Gonzalez, S. (2014). Planning or refining an extension programme. Gainesville, Florida, USA: University of Florida. 3. GFRAS. (2017). The new extensionist learning kit. 13 Learning modules for extension professionals. Lausanne, Switzerland, Global Forum for Rural Advisory Services GFRAS (Module 3 Agricultural Extension Programme Management). 4. Baker, H. (1984). The program planning process. Pages 50–64 in D. Blackburn (ed.), Extension handbook. Guelph, Ontario, Canada: University of Guelph. 5. Butler, L.M., and R.E. Howell. (1980). Coping with growth: Community needs assessment. Corvallis, Oregon, USA: Western Rural Development Center, Oregon State University. 6. Carter, K.A. and L.J. Beaulieu. (1992). Conducting a community needs assessment: Primary data collection techniques. Gainesville, Florida, USA: University of Florida. 7. Mukherjee, N 2002. Participatory Learning and Action with 100 field Methods. Concept Publishing Company, New Delhi. 8. Casley, D.J., & Lury, D.A (1987), Monitoring and evaluation of agriculture and rural development projects, Johns Hopkins University Press (published for the World Bank), Baltimore and London. 9. Cemea, M.M., & Tepping, B.J. (1977), A system for monitoring and evaluating agricultural extension projects. World Bank Staff Working Paper No.272. DC: World Bank, Washington.
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	P.G.D.C.S.R.				
Semester	2				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Employability				
Subject Type	Discipline Specific				
Course Code	CSR-C-09				
Course Level					
Course Title	Corporate Ethics and Governance				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>CO1 – Remembering</p> <ul style="list-style-type: none"> • Define the concepts of ethics, business ethics, corporate ethics, and corporate governance. • Identify the values, principles, objectives, and importance of corporate governance in organizations. Recall major theories, governance models, committees, and reports related to corporate governance. <p>CO2 – Understanding</p> <ul style="list-style-type: none"> • Explain the need, benefits, and stakeholders involved in corporate governance. • Describe various theories and international models of corporate governance. <p>CO3 – Applying</p> <ul style="list-style-type: none"> • Apply principles of ethics and governance in organizational decision-making and management practices. • Develop ethical codes, policies, and procedures for promoting responsible business conduct. Demonstrate the role of employees and management in maintaining ethical workplace practices. <p>CO4 – Analyzing</p> <ul style="list-style-type: none"> • Analyze major corporate governance reports and committee recommendations in the Indian and global context. • Examine ethical issues, governance challenges, and responsibilities of organizations in modern business environments. 				

	<p>CO5 – Evaluating</p> <ul style="list-style-type: none"> Evaluate the effectiveness of ethical practices, governance mechanisms, and corporate policies. Assess the impact of sustainable business practices, ESG initiatives, and digital ethics on corporate performance. <p>CO6 – Creating</p> <ul style="list-style-type: none"> Design ethical frameworks and governance strategies for responsible and sustainable business operations. Formulate innovative approaches for improving transparency, accountability, and ethical conduct in organizations.. 																																																															
<p>Course Content</p>	<p>Unit-I Basics of Corporate Ethics and Governance Meaning and Importance of Ethics, Business Ethics, Corporate Ethics, Values and Principles of Ethics, Meaning and Objectives of Corporate Governance, Importance of Good Governance, the need for Corporate Governance, benefits of Corporate Governance, parties to the Corporate Governance.</p> <p>Unit-II Theories and Models Agency Theory, Stewardship Theory, Stakeholder Theory, Resource Dependence Theory, Legitimacy Theory, Social Contract Theory, Popular Models for Governance i.e. The Anglo-American Model, The German Model, The Japanese Model, The Indian Perspectives.</p> <p>Unit-III Committees and Reports 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>Unit-IV Developing Codes of Ethics Conditions for making Codes effective, Establishing priority between Norms and Beliefs, Difficulties of Code of ethics, Ethical responsibility of Senior Management, Corporate Codes of Ethics categories, Codes of Ethics for Professional Groups, Developing Code of Conduct, Policies and Procedures, Ethical use of Power, Employees Role in Maintaining Ethical Office.</p> <p>Unit-V Recent Trends in Ethics and Governance Sustainable Business Practices, ESG Concepts, Digital Ethics, Data Privacy, Corporate Governance in Global Business, Ethical Challenges in Modern Business, Future Trends in Corporate Ethics and Governance.</p>																																																															
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<p>Reference Books</p>	<ol style="list-style-type: none"> Bhatia, S. K. (2002) Business Ethics and Managerial Values, Deep & Deep Publications Pvt. Ltd. Badi, N.V. (2012) Business Ethics, Vrinda Publications Ltd Subramanian R. (2017) Professional Ethics includes Human Values, Oxford University Press 																																																															

	<ol style="list-style-type: none"> 4. Upadhyay Ranvijay (2019) Ethics, Integrity and Aptitude in Governance, Sage Publications 5. Murthy C.S.V. (2015) Business Ethics, Himalaya Publishing House 6. Corporate Governance and Business Ethics – N. Balasubramanian, Corporate Governance and Stewardship, Tata McGraw Hill. 7. Business Ethics: Concepts and Cases – Manuel G. Velasquez, Business Ethics: Concepts and Cases, Pearson. 8. Securities and Exchange Board of India – SEBI Guidelines on Corporate Governance. 9. Ministry of Corporate Affairs – Companies Act, 2013 and Corporate Governance Provisions. 10. Ethics in Management and Indian Ethos – Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing.
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	P.G.D.C.S.R.				
Semester	2				
NCrF Credit Level					
Course Type	Major				
Course Subtype	Entrepreneurship / Employability				
Subject Type	Discipline Specific				
Course Code	CSR-C-10				
Course Level					
Course Title	Learning and Development				
Credit	Theory: 4		Practical: 0		Total: 4
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>CO1- Remembering</p> <ul style="list-style-type: none"> • Define the concepts, scope, and significance of training and development. • Identify training needs assessment (TNA) methods, instructional design models, and training delivery techniques. <p>CO2- Understanding</p> <ul style="list-style-type: none"> • Explain the relationship between training, performance improvement, and strategic HRD. • Describe adult learning principles, training methods, and evaluation models. <p>CO3- Applying</p> <ul style="list-style-type: none"> • Apply TNA processes to identify organisational, task, and individual training needs. • Demonstrate the design of training modules, lesson plans, and delivery strategies. <p>CO4- Analyzing</p> <ul style="list-style-type: none"> • Analyse training needs using data-driven approaches and align them with organisational goals. • Examine the effectiveness of training methods in different organisational contexts. <p>CO5- Evaluating</p> <ul style="list-style-type: none"> • Evaluate training programs using models such as Kirkpatrick, CIPP, and ROI. • Assess the competencies of trainers and the effectiveness of facilitation techniques. 				

	<p>CO6- Creating</p> <ul style="list-style-type: none"> • Design comprehensive training programs integrating learning principles, training methods, and evaluation mechanisms. • Develop innovative strategies for continuous improvement and reinforcement of training outcomes. 																																																															
<p>Course Content</p>	<p>Unit- I Fundamentals of Training 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>Unit- II Training Needs Assessment (TNA) 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>Unit- III Learning Principles & Training Design 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>Unit- IV Training Methods & Delivery 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>Unit- V Training Evaluation and Follow-up 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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<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Blanchard, P. Nick & Thacker, James W. – Effective Training: Systems, Strategies, and Practices (Pearson) 2. Goldstein, Irwin L. & Ford, J. Kevin – Training in Organizations (Wadsworth) 3. Rao, P. L. – Training and Development (Excel Books) 4. Lynton, R. & Pareek, U. – Training for Development (Sage Publications) 5. Noe, Raymond A. – Employee Training and Development (McGraw-Hill) 																																																															

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	P.G.D.C.S.R.				
Semester	4				
NCrF Credit Level					
Course Type					
Course Subtype	Employability / Skill Development				
Subject Type	Discipline Specific				
Course Code	CSR-C-11				
Course Level					
Course Title	Project report Viva Voce				
Credit	Theory: 08		Practical: 0		Total: 08
Effective Form	Academic Year: 2026-27				
Course Outcomes	<p>CO1 – Remembering</p> <ul style="list-style-type: none"> Recall concepts, theories, and practices related to Corporate Social Responsibility and community development. Identify appropriate research methods, tools, and techniques for project work in CSR. <p>CO2 – Understanding</p> <ul style="list-style-type: none"> Explain the objectives, scope, and significance of the selected CSR project or study. Demonstrate understanding of social, ethical, and managerial issues related to CSR practices. <p>CO3 – Applying</p> <ul style="list-style-type: none"> Apply theoretical knowledge and research skills in conducting field-based or organizational CSR projects. Utilize analytical and communication skills for preparing and presenting project reports effectively. <p>CO4 – Analyzing</p> <ul style="list-style-type: none"> Analyze data, findings, and practical challenges related to CSR initiatives and social development activities. Examine the effectiveness and impact of CSR programmes through systematic evaluation. <p>CO5 – Evaluating</p> <ul style="list-style-type: none"> Evaluate organizational CSR practices, policies, and implementation strategies critically. Defend project findings, recommendations, and conclusions confidently during viva voce examinations. 				

	<p>C06 – Creating</p> <ul style="list-style-type: none"> • Develop comprehensive project reports with practical recommendations for sustainable social development. • Propose innovative solutions and strategies for improving CSR practices and community engagement. 																																																															
Content	<p>Duration and Nature of Training</p> <ul style="list-style-type: none"> • The training programme has a duration of four weeks (approximately one month), conducted after completion of 2nd semester. • Upon completion students are required to prepare a consolidated Project Report in accordance with the prescribed departmental guidelines. • The project report can be in any subject relating to Corporate Social Responsibility. • The evaluation process will include a viva voce examination and project report evaluation. <p>Faculty Guidance</p> <ul style="list-style-type: none"> • Each student is assigned a faculty guide from the department to guide them throughout the training period. <p>Project Report</p> <ul style="list-style-type: none"> • The report should demonstrate the candidate's analytical and critical abilities in relation to the problems identified. <p>Evaluation Total Marks: 200 External Assessment (viva voce & project evaluation): 200 Marks Conducted by a panel that includes: Comprehensive viva voce covering the project work, research understanding, and subject knowledge</p>																																																															
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