



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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

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

**વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી**

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

Tel: +91 - 261 - 2227141 to 2227146, Toll Free : 1800 2333 011, Digital Helpline No.- 0261 2388888  
E-mail : info@vnsgu.ac.in, Website : www.vnsgu.ac.in

ક્રમાંક: ઓથો./પરિપત્ર/૧૩૬૫૨/૨૦૨૬  
તા.૨૩-૦૬-૨૦૨૬

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

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

સુજાશ્રી,

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

બિડાણ: ઉપર મુજબ

*W. P. P.*  
કુલસચિવ હજી

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

**Post-Graduation Diploma in Human Resource  
Management**

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**Post-Graduation Diploma in Human Resource Management**

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

<b>Name of Program</b>	<b>Post-Graduation Diploma in Human Resource Management</b>
<b>Program Abbreviation</b>	<b>P.G.D. H. R. M.</b>
<b>Duration</b>	<b>1 Year</b>
<b>Eligibility Criteria</b>	<b>Any Graduate</b>
<b>Pre-requisite</b>	
<b>Medium of Instruction</b>	<b>English</b>
<b>Objective of Program</b>	To develop competent and ethical HR professionals equipped with comprehensive human resource knowledge, strategic and research-driven capabilities, strong leadership and interpersonal skills, legal and global awareness, and the practical expertise needed to design and implement effective HR strategies that enhance organisational performance and support a diverse workforce.
<b>Program Outcome (PO)</b>	<p><b>PO1: Comprehensive HR Knowledge:</b> Demonstrate an in-depth understanding of core HR and management principles, including human resource development, labour legislation, organisational behaviour, and industrial relations.</p> <p><b>PO2: Research and Analytical Skills:</b> Conduct robust research and apply quantitative and qualitative research methodologies to solve HR-related issues and support evidence-based decision-making.</p> <p><b>PO3: Strategic HRM Implementation:</b> Develop and implement strategic human resource management practices to align HR functions with organisational goals.</p> <p><b>PO4: Leadership and Communication:</b> Exhibit strong leadership qualities and communication skills essential for managing teams, facilitating organisational change, and engaging with stakeholders.</p> <p><b>PO5: Ethical and Social Responsibility:</b> Promote and uphold business ethics and social responsibility within HR practices, aligning with organisational values and societal expectations.</p> <p><b>PO6: Adaptability and Problem Solving:</b> Apply creative and adaptive thinking to address challenges in HR management and labour relations, contributing to a positive work environment and productivity.</p> <p><b>PO7: Global and Cross-Cultural Perspective:</b> Understand and apply international HRM concepts and practices that are relevant to managing a diverse and global workforce.</p>

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



**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>1</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-01</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Human Resource Management</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define the fundamentals of Human Resource Management (HRM), including its features, scope, and objectives.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the significance of HRM functions and their alignment with organizational goals.</li> <li>Describe the processes of recruitment, selection, training, and performance appraisal.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply HR practices such as recruitment techniques, training programs, and performance appraisal methods to organizational scenarios.</li> </ul> <p><b>CO4- Analyzing</b></p> <ul style="list-style-type: none"> <li>Analyze issues related to managing people at work, including human resource planning, employee welfare, and motivation.</li> <li>Examine the relationship between HR systems and strategic business objectives.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of HR practices in achieving organizational performance and employee retention.</li> <li>Assess the role of ethical behavior and employee well-being in HRM.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design HR interventions that align HR practices with organizational strategies and objectives.</li> <li>Develop frameworks for employee motivation, welfare, and career development.</li> </ul>				

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>1</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-02</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Principles of Management</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and recall the fundamental concepts, roles, and functions of management</li> <li>List the various Organisational structures and types.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the principles of management, including planning, organizing, staffing, directing, and controlling.</li> <li>Discuss how managers align planning processes with Organisational vision, mission, and values.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Use knowledge of management levels and skills to solve managerial challenges.</li> <li>Apply SWOT analysis to strategic planning and decision-making.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Differentiate between various Organisational structures and evaluate the advantages of decentralization.</li> <li>Analyse the impact of staffing and directing practices on Organisational performance.</li> <li>Examine different control techniques and their effectiveness in specific scenarios.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate managerial decisions and their alignment with Organisational objectives.</li> <li>Assess strategic plans and their effectiveness in achieving competitive advantages.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design and propose effective managerial strategies to address global and</li> </ul>				

	cross-cultural challenges.									
<b>Course Content</b>	<b>Unit- I Management</b> Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Evolution of management through, Top-level, middle-level, and front-line managers, Responsibilities and challenges at each management level.									
	<b>Unit- II Planning</b> Nature, Scope, Objectives, and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting. <b>Managerial Decision Making:</b> Concept; The decision-making process, Management by Objective.									
	<b>Unit- III Organizing</b> Concept, Nature, and purpose; Organisational Structure; Types of Organization, Departmentation; Hierarchy, Span of Control; Delegation; Authority, Responsibility, and Accountability; Power; Centralization & Decentralization – Factors determining the degree of Decentralization of authority.									
	<b>Unit- IV Strategic Management</b> Formulating and implementing strategic plans, SWOT analysis and competitive advantage, Evaluation and control of strategic plans <b>Global Management:</b> Challenges and opportunities of global business, Cultural diversity, and cross-cultural management, International business strategies.									
	<b>Unit- V Controlling</b> Concept, Types & importance of Control; Steps in Control, Techniques of Control; Management by Exception. <b>Coordination:</b> Coordination as an Essence of Management; Coordination Vs. Co-operation; Types of coordination; Need & importance of coordination, Techniques of coordination. Principles of Coordination.									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	1	1	1	1	1	
	CO2	3	3	2	1	2	1	1	1	
	CO3	3	3	3	2	2	2	1	1	
	CO4	3	3	3	2	3	2	1	1	
	CO5	3	3	3	3	3	3	1	1	
	CO6	3	3	3	3	3	3	2	1	
<b>Reference Books</b>	1. Tripathi, Reddy & Bajpai. (2021). Principles of Management, 7th edition, Tata Mc Graw Hill.									
	2. Robbins S.P. & Coulter M. A. (2020). Management, Global Edition, Pearson Education.									
	3. Prasad L.M. (2020). Principles and Practices of Management, 10th edition, Sultan Chand & Sons, New Delhi.									
	4. Stoner, Freeman & Gilbert Jr. (2018). Management, 6th Edition, Pearson.									
	5. Koontz H. & Wehrich H. (2015). Essentials of Management, 10th edition, Chennai: Tata McGraw Hill Education.									
	6. Rao V.S.P. (2012). Management-Text and Cases, 2nd edition, Excel Publication.									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 50 Marks									
	External Assessment: 50 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>			
<b>Semester</b>	<b>1</b>			
<b>NCrF Credit Level</b>				
<b>Course Type</b>	<b>Major</b>			
<b>Course Subtype</b>	<b>Employability</b>			
<b>Subject Type</b>	<b>Discipline Specific</b>			
<b>Course Code</b>	<b>HRD-C-03</b>			
<b>Course Level</b>				
<b>Course Title</b>	<b>Organisational Development</b>			
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>	<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>			
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define 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 Organizational 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 organizational 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 organizational 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 organizational needs</li> </ul>			

<p><b>Course Content</b></p>	<p><b>Unit- I Introduction to organisational change</b>  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.  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>  Organizational Development: Introduction, Nature, Definition, Meaning, foundation, characteristics, objectives, assumptions and values of OD, OD process, emergence of OD as an applied behavioural science.  Diagnosis: Meaning, Process of Diagnosis. Marvin Weisbord’s’ Six Box Model for Diagnosis, techniques, Typology of Organisations, performance gap.</p> <p><b>Unit- III OD interventions</b>  <b>OD Interventions:</b> Meaning, O.D. Interventions: Team Interventions - Inter group Interventions - Personal, Interpersonal and Group Process Interventions - Comprehensive Interventions - Structural Interventions, Work Redesign, Quality of Work Life (QWL), Management by Objectives (MBO), Quality Circles (QC), organisation mirroring, Sensitivity Training, Transactional Analysis. Career Planning, Team Building, Survey Feedback, Rensis Likert’s System 4 Management, Grid OD, third party peace making.</p> <p><b>Unit- IV Change agents</b>  <b>Change agents:</b> Role, characteristics, types, functions, model of change Agents. Relation with the client system, power and participative styles, Organisational renewal and re-energizing, Role of creativity and innovation Institution Building.</p> <p><b>Unit- V Implementation and assessment of OD</b>  Implementations and Assessments of O.D Implementation Conditions for Failure and Success of O.D Efforts. Assessment of O.D and Change in Organizational Performance - The impact of O.D. OD in context of liberalization, privatization, in public sector, case studies</p>
------------------------------	---

<p><b>Mapping between Cos and PSOs</b></p>	<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
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8																																																								
CO1	3	2	2	1	1	1	1	1																																																								
CO2	3	3	2	2	2	2	1	1																																																								
CO3	3	3	3	3	2	2	2	2																																																								
CO4	2	3	3	3	3	3	2	2																																																								
CO5	2	3	3	3	3	3	3	2																																																								
CO6	2	3	3	3	3	3	3	3																																																								

<p><b>Reference Books</b></p>	<ol style="list-style-type: none"> <li>1. Thomas G Cummings and Christopher G. Worley, Organisational Development and Change.</li> <li>2. V. S. P. Rao, Organization Development: Accelerating Learning and Transformation.</li> <li>3. L. S. Srivastava, Organizational Change and Development in India: Strategies and Implementation.</li> <li>4. T. V. Rao, Organization Development and Change.</li> <li>5. Kavita Singh, Organizational Behaviour: Text and Cases.</li> <li>6. S. Ramnarayan and T. V. Rao, Organizational Development: Indian Perspectives.</li> <li>7. R.K. Sahu, Organization Development: Change and Transformation.</li> <li>8. French. L. Wendell, Bell. H. Cecil and Vohra Veena, Organization Development – Behavioural Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi</li> </ol>
-------------------------------	---

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

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

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

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>1</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-05</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Bharatiya Knowledge System</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and describe the fundamental concepts of <b>Bharatiya Knowledge Systems</b>, including the self-revelation of Bharat, its civilizational journey, and the traditional contributions of India in <b>science, arts, culture, and knowledge dissemination</b>.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the core principles of <b>Jivan Darshan (Way of Life)</b> in Bharatiya Knowledge Systems, including <b>Karma, birth–death–rebirth, Sukha, Paap–Punya, Moksha</b>, and the <b>four Purusharthas</b>.</li> <li>Discuss the philosophical foundations of <b>Dharma, Artha, Kama, and Moksha</b> and their role in guiding individual and social life.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Illustrate the application of <b>Bharatiya social and cultural values</b> such as <b>Ritam, Vasudhaiva Kutumbakam</b>, and coexistence with nature in contemporary social contexts.</li> <li>Apply insights from <b>Bhartiya Vangmaya</b> and diverse paths of <b>Upasana</b> to promote harmonious living and ethical conduct in society.</li> </ul> <p><b>CO4- Analyzing</b></p> <ul style="list-style-type: none"> <li>Analyze the relevance of <b>Indian philosophical principles</b> in governance, leadership, and management with reference to <b>Arthashastra, Shukraniti</b>, and sustainable development.</li> <li>Examine the structure and significance of <b>ancient Indian education systems</b> such as <b>Gurukul, Takshashila, and Nalanda</b> in knowledge transmission.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the ethical and moral frameworks of Indian thought and their impact on <b>family, society, leadership, and governance</b>.</li> <li>Critically assess the role of <b>women, oral traditions, and storytelling</b> in</li> </ul>				

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

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>1</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Minor (Elective)</b>				
<b>Course Subtype</b>	<b>Skill Development</b>				
<b>Subject Type</b>	<b>Intra-disciplinary</b>				
<b>Course Code</b>	<b>HRD-E-06-A</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Research Methodology</b>				
<b>Credit</b>	<b>Theory: 2</b>		<b>Practical: 0</b>		<b>Total: 2</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define research and its types, characteristics, and importance.</li> <li>Identify the steps in the research process, criteria for research problems, and elements of a research proposal.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain ethical practices and their role in the research process.</li> <li>Discuss the concepts of hypothesis formulation, testing, and errors in hypothesis.</li> <li>Describe the characteristics of various research designs and methods.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Use appropriate research methodologies to collect and classify data.</li> <li>Design questionnaires, conduct interviews, and apply sampling techniques in research projects.</li> </ul> <p><b>CO4- Analyzing</b></p> <ul style="list-style-type: none"> <li>Differentiate between primary and secondary data sources and evaluate their suitability for specific research objectives.</li> <li>Analyze sampling errors and interpret statistical data for meaningful conclusions.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the quality of a research proposal or report based on established criteria.</li> <li>Assess the significance of literature reviews and data interpretation in research projects.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Develop effective research projects, business research proposals, and research reports.</li> </ul>				

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

	12. Wooldridge, J.M. (2019). Introductory Econometrics: A Modern Approach. South-Western Educational Publishing, Canada.
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>1</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Minor (Elective)</b>				
<b>Course Subtype</b>	<b>Nil</b>				
<b>Subject Type</b>	<b>Intra-disciplinary</b>				
<b>Course Code</b>	<b>HRD-E-06-B</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Industrial Sociology</b>				
<b>Credit</b>	<b>Theory: 2</b>		<b>Practical: 0</b>		<b>Total: 2</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define 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 analyze 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- Analyzing</b></p> <ul style="list-style-type: none"> <li>Analyze 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 organizational challenges through sociological theories.</li> <li>Design strategies to improve workplace morale and productivity by applying</li> </ul>				

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

**STRUCTURE FOR ERP**  
**PROGRAM NAME: Post-Graduation Diploma in Human Resource Management**  
**SEMESTER: II**

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Employability / Skill Development</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-07</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Organizational Behaviour</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define and describe fundamental concepts, elements, and approaches to Organizational Behaviour (OB), including contributions from social sciences and historical management perspectives like Scientific Management and the Human Relations Movement.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain key individual-level behavioral concepts such as personality, perception, attitudes, values, and job satisfaction and their implications in workplace settings.</li> <li>Discuss group-level behaviors, including group formation, norms, cohesiveness, decision-making processes, and team-building strategies.</li> <li>Describe the concept, sources, types, and implications of organizational conflict, distinguishing between functional and dysfunctional conflict.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Illustrate the role of individual and group behaviors in real-world organizational settings and develop strategies for enhancing group cohesiveness, and team effectiveness.</li> <li>Apply conflict resolution techniques such as collaboration, Transactional Analysis, and Johari Window in organizational scenarios to manage conflicts effectively.</li> </ul> <p><b>CO4- Analyzing</b></p> <ul style="list-style-type: none"> <li>Analyze the dynamics of group behavior, including roles, status, authority, and power, to understand group decision-making and team-building processes.</li> <li>Examine sources of conflict, their manifestations, and their impact on organizational performance, identifying areas for intervention.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of different conflict management approaches and</li> </ul>				

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

	11. T.V.Rao and Udai Pareek, Designing Organisation Systems.
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-08</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Industrial Relations</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define key concepts and principles of industrial relations (IR), trade unionism, collective bargaining, and worker participation in management (WPM).</li> <li>Identify relevant provisions of the Industrial Disputes Act, 1947, and the Trade Union Act, 1926.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the nature, significance, and approaches to industrial relations and trade unions.</li> <li>Describe the causes, forms, and impacts of industrial conflicts and disputes, as well as grievance redressal mechanisms.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply knowledge of collective bargaining processes and WPM frameworks to resolve industrial disputes and enhance workplace harmony.</li> <li>Demonstrate the use of grievance redressal mechanisms and trade union laws to address workplace grievances effectively.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse the impact of industrial conflicts, disputes, and union activities on industrial relations.</li> <li>Examine the changing dimensions of IR in India, considering legislative and socio-economic factors.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of IR approaches, collective bargaining, and WPM practices in the Indian industrial context.</li> <li>Assess the significance of grievance redressal mechanisms in improving IR and resolving workplace conflicts.</li> </ul>				

	<p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design strategies for effective IR programs incorporating collective bargaining, WPM, and grievance resolution practices.</li> </ul>									
<b>Course Content</b>	<p><b>Unit- I Industrial Relations</b>  <b>Industrial Relations:</b> Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist &amp; Dunlop’s, Requirements of a good IR program, changing dimensions of IR in India.</p> <p><b>Unit- II Industrial Conflicts &amp; Disputes</b>  <b>Industrial Conflicts &amp; Disputes:</b> Concept, nature, causes, and forms of disputes, the impact of conflicts and disputes on industrial relations. Industrial Dispute Act, 1947 – Objective, authorities, power, and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.</p> <p><b>Unit- III Trade Unionism &amp; Settlement Machinery</b>  <b>Trade Unionism:</b> Concept, need, development and forms of unions, Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration &amp; recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.  <b>Settlement Machinery:</b> Conciliation, Arbitration, Adjudication</p> <p><b>Unit- IV Collective Bargaining</b>  <b>Collective Bargaining:</b> Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.</p> <p><b>Unit- V Worker’s Participation in Management</b>  <b>Worker’s Participation in Management:</b> Concept, significance, prerequisites of WPM, levels, and forms of WPM, WPM in the Indian context.  <b>Grievance Redressal:</b> Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.</p>									
<b>Mapping between Cos and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1	3	2	2	2	2	2	1	1	
	CO2	3	3	2	2	2	2	1	1	
	CO3	3	3	3	3	3	2	2	2	
	CO4	3	3	3	3	3	2	2	2	
	CO5	3	3	3	3	3	3	2	2	
	CO6	3	3	3	3	3	3	3	3	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication</li> <li>Chabra T.N., (2018): Human Resource Management Concept and Issues, 1st edition Dhanpat Rai Publications.</li> <li>Monappa A., (2017): Industrial Relations and Labour Laws, 2nd edition, McGraw Hill Publication</li> <li>Yoder D., (2016): Personnel Management &amp; Industrial Relations, 5th edition, Prentice Hall Inc.</li> <li>Rao S. P., (2011): Essentials of Human Resource Management &amp; Industrial Relations, 2<sup>nd</sup> edition, Himalayan Publications.</li> <li>Ratnam, C.V. Industrial Relations. New Delhi: Oxford Higher Education.</li> <li>Sarma, A. (2002). Industrial Relations. Mumbai: Himalaya Publication House.</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 50 Marks External Assessment: 50 Marks									

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-09</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Strategic HRM</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Define 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 organizational 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 organizational 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 organizational 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 organizational 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>		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	
<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: 50 Marks External Assessment: 50 Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major</b>				
<b>Course Subtype</b>	<b>Entrepreneurship / Employability</b>				
<b>Subject Type</b>	<b>Discipline Specific</b>				
<b>Course Code</b>	<b>HRD-C-10</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Labour Laws – II</b>				
<b>Credit</b>	<b>Theory: 4</b>		<b>Practical: 0</b>		<b>Total: 4</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Understand</b></p> <ul style="list-style-type: none"> <li>The objectives, scope, and constitutional relevance of labour laws such as the Contract Labour Act, 1970, and the Building and Other Construction Workers Act, 1996.</li> </ul> <p><b>CO2- Explain</b></p> <ul style="list-style-type: none"> <li>The key provisions of laws like the Employees’ State Insurance Act, 1948, and Employees Compensation Act, 1923, to promote social security and workplace safety.</li> </ul> <p><b>CO3- Apply</b></p> <ul style="list-style-type: none"> <li>The concepts and provisions of the Minimum Wages Act, 1948, and Apprentices Act, 1961, in employment scenarios to ensure fair practices.</li> </ul> <p><b>CO4- Analyze</b></p> <ul style="list-style-type: none"> <li>The role of the Trade Unions Act, 1926, in fostering collective bargaining and improving industrial relations.</li> </ul> <p><b>CO5- Evaluate</b></p> <ul style="list-style-type: none"> <li>The effectiveness of labour laws in addressing issues of worker safety, fair wages, and skill development through case studies and practical examples.</li> </ul> <p><b>CO6- Create</b></p> <ul style="list-style-type: none"> <li>Strategies for implementing labour law compliance and promoting sustainable and ethical workplace practices.</li> </ul>				
<b>Course Content</b>	<ul style="list-style-type: none"> <li>Contract Labour (Regulation and Abolition) Act, 1970</li> <li>The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996</li> <li>The Employees' State Insurance Act, 1948</li> <li>Employees Compensation Act, 1923</li> <li>The Trade Unions Act, 1926</li> <li>Minimum Wages Act, 1948</li> <li>The Apprentices Act, 1961</li> </ul>				

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

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<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>	<b>HRD-C-11</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Project report Viva Voce</b>				
<b>Credit</b>	<b>Theory: 04</b>		<b>Practical: 0</b>		<b>Total: 04</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Recall fundamental concepts related to Human Resource Management, Human Resource Development, and Industrial Relations.</li> <li>Identify the objectives, duration, and nature of the four-week industrial training programme and project requirements.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the structure, purpose, and scope of industrial training in the context of HRM, HRD, and IR.</li> <li>Describe the role of faculty guidance, organisational HR policies, systems, and workplace culture observed during training.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply theoretical knowledge of HRM, HRD, and Industrial Relations to practical situations during the training period.</li> <li>Demonstrate the ability to carry out assigned HR/IR-related tasks under the supervision of organisational and faculty guides.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Analyse HRM, HRD, or IR-related issues identified during industrial training using appropriate analytical tools.</li> <li>Examine organisational practices and employee relations to understand their impact on organisational performance.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of HR policies, practices, and interventions observed during the training programme.</li> <li>Assess learning outcomes and performance through project work, viva voce examination, and reflective evaluation.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Prepare a comprehensive and structured project report in accordance with</li> </ul>				

	<p>departmental guidelines.</p> <ul style="list-style-type: none"> <li>Develop practical recommendations or solutions for identified HR/IR issues based on training observations and analysis.</li> </ul>																																																															
<b>Content</b>	<p><b>Duration and Nature of Training</b></p> <ul style="list-style-type: none"> <li>The training programme has a duration of four weeks (approximately one month), conducted after completion of 2<sup>nd</sup> semester.</li> <li>Upon completion students are required to prepare a consolidated Project Report in accordance with the prescribed departmental guidelines.</li> <li>The project report can be in any subject relating to Human Resource Management, HRD, and Industrial Relations.</li> <li>The evaluation process will include a viva voce examination and project report evaluation.</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>The report should demonstrate the candidate's analytical and critical abilities in relation to the problems identified.</li> </ul> <p><b>Evaluation</b></p> <p><b>Total Marks: 100</b></p> <p>External Assessment (viva voce &amp; project evaluation): 100 Marks</p> <p>Conducted by a panel that includes:</p> <ul style="list-style-type: none"> <li>Comprehensive viva voce covering the project work, research understanding, and subject knowledge</li> </ul>																																																															
<b>Mapping between Cos and PSOs</b>	<table border="1"> <thead> <tr> <th></th> <th>PSO1</th> <th>PSO2</th> <th>PSO3</th> <th>PSO4</th> <th>PSO5</th> <th>PSO6</th> <th>PSO7</th> <th>PSO8</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td>3</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO2</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO4</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> <td>2</td> </tr> <tr> <td>CO5</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>2</td> </tr> <tr> <td>CO6</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> </tbody> </table>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	CO1	3	2	2	1	1	1	1	1	CO2	3	3	2	2	2	1	1	1	CO3	2	3	3	3	2	2	2	2	CO4	2	3	3	3	3	3	2	2	CO5	2	3	3	3	3	3	3	2	CO6	2	3	3	3	3	3	3	3
	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>																																																																
<b>Evaluation Method</b>	Assessment: 100 Marks																																																															

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major (Elective)</b>				
<b>Course Subtype</b>	<b>Skill Development</b>				
<b>Subject Type</b>	<b>Intra-disciplinary</b>				
<b>Course Code</b>	<b>HRD-E-12-A</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Fundamentals of Psychology</b>				
<b>Credit</b>	<b>Theory: 2</b>		<b>Practical: 0</b>		<b>Total: 2</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1 - Remembering</b></p> <ul style="list-style-type: none"> <li>Define the basic concepts of psychology, self, and methods used in psychology).</li> </ul> <p><b>CO2 - Understanding</b></p> <ul style="list-style-type: none"> <li>Explain the evolution, scope, and nature of psychology and its subfields.</li> <li>Describe social influence on human behavior, including social facilitation, social loafing, conformity, and compliance.</li> <li>Discuss various models of pro social behavior, interpersonal attraction, and emotional theories.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Apply the concepts of impression management tactics to real-life social contexts.</li> <li>Use psychological theories of learning and reinforcement to solve problems in practical settings.</li> </ul> <p><b>CO4- Analyzing</b></p> <ul style="list-style-type: none"> <li>Analyze the factors influencing pro social behavior, interpersonal attraction, and memory processes.</li> <li>Examine the influence of sensory processes on perception and behavior.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Evaluate different theories of emotion, intelligence, and their application in real-world scenarios.</li> <li>Assess the impact of psychological principles on human behavior and thought processes</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Design psychological experiments or frameworks to study learning, thinking, and social behaviors.</li> </ul>				

<b>Course Content</b>	<p><b>Unit- 1 Introduction to self and psychology</b></p> <p><b>Self:</b> Meaning, Self-knowledge, Self-efficacy, self-regulation, self-presentation, social comparison theory.</p> <p><b>Psychology:</b> Introduction, Definition, Nature of Psychology, Evolution of psychology, Psychology and other sciences, subfields of Psychology, Methods of Psychology.</p> <p><b>Unit- 2 Social influence on human behaviour</b></p> <p><b>Introduction to Social Psychology:</b> It's historical background; its scope, and major features of contemporary social psychology. Social facilitation, social loafing, Conformity, and compliance; Impression Management- tactics of impression management.</p> <p><b>Unit- 3 Sensory process, Prosocial behavior and Interpersonal attraction</b></p> <p><b>Sensory Process:</b> Characteristics of senses, receiving process.</p> <p><b>Prosocial Behavior:</b> Helping behavior and recipient reactions- Determinants and major models-Reciprocal altruism, negative-state relief model, empathy-altruism model, and social exchange theory.</p> <p><b>Interpersonal attraction:</b> Attraction, similarity, and liking, Measurement issues- Sociometry.</p> <p><b>Unit- 4 Memory, intelligence and emotion</b></p> <p><b>Memory:</b> Definition, Nature of encoding, storage and retrieval, types of memory, Factors of retrieval.</p> <p><b>Intelligence:</b> Definition, Nature, classification, Theories.</p> <p><b>Emotion:</b> Nature, Theories of Emotion.</p> <p><b>Unit- 5 Learning and thinking</b></p> <p><b>Learning:</b> Definition Nature, Importance, Basic Factors in Learning, Learning theories, Principles of learning, Reinforcement, Types of Reinforcement.</p> <p><b>Thinking:</b> Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking.</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>3</td> <td>1</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>CO2</td> <td>3</td> <td>2</td> <td>3</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>3</td> </tr> <tr> <td>CO3</td> <td>3</td> <td>1</td> <td>3</td> <td>1</td> <td>3</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>CO4</td> <td>3</td> <td>1</td> <td>3</td> <td>1</td> <td>3</td> <td>3</td> <td>1</td> <td>3</td> </tr> <tr> <td>CO5</td> <td>3</td> <td>1</td> <td>3</td> <td>2</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>CO6</td> <td>3</td> <td>1</td> <td>3</td> <td>1</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	3	1	2	1	1	1	1	CO2	3	2	3	2	1	1	1	3	CO3	3	1	3	1	3	3	1	3	CO4	3	1	3	1	3	3	1	3	CO5	3	1	3	2	3	3	3	3	CO6	3	1	3	1	3	3	3	3
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8																																																								
CO1	3	3	1	2	1	1	1	1																																																								
CO2	3	2	3	2	1	1	1	3																																																								
CO3	3	1	3	1	3	3	1	3																																																								
CO4	3	1	3	1	3	3	1	3																																																								
CO5	3	1	3	2	3	3	3	3																																																								
CO6	3	1	3	1	3	3	3	3																																																								
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Jafar Mahmud, Introduction to Psychology, APH Publishing Corporation.</li> <li>2. Amit Abraham, General Psychology, Mc Graw Hill companies</li> <li>3. Robert Barren, 2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi</li> <li>4. Michael W. Passer, Ronald E. Smith, Psychology the science of mind and behaviour, Mc Graw Hill Education.</li> <li>5. Clifford T. Morgan, Introduction to Psychology, TATA Mc Graw Hill edition.</li> <li>6. Baron, R. A, &amp; Byrne, O. R. (2006). Social Psychology (10th Ed.). New Delhi: Prentice-Hall of India.</li> <li>7. Baron, R. A., &amp; Branscombe, N. R. (2016). Social Psychology (14th ed.). Boston, MA: Pearson/Allyn and Bacon.</li> <li>8. Baumeister, R. F., &amp; Bushman, B. J. (2016). Social Psychology and Human Nature (4th ed.). Belmont, CA: Thomson/Wadsworth.</li> <li>9. Gilovich, T., Keltner, D., Chen, S., &amp; Nisbett, R. (2019). Social Psychology (5th ed.). New York: W. W. Norton.</li> <li>10. Robbins, S.P. Judge, T.A. &amp; Vohra, N., (2019). Organizational Behavior, (18th</li> </ol>																																																															

	Ed). Pearson Education.
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

**SYLLABUS**

<b>Program Name</b>	<b>P.G.D. H. R. M.</b>				
<b>Semester</b>	<b>2</b>				
<b>NCrF Credit Level</b>					
<b>Course Type</b>	<b>Major (Elective)</b>				
<b>Course Subtype</b>	<b>Employability</b>				
<b>Subject Type</b>	<b>Intra-disciplinary</b>				
<b>Course Code</b>	<b>HRD-E-12-B</b>				
<b>Course Level</b>					
<b>Course Title</b>	<b>Corporate Social Responsibility</b>				
<b>Credit</b>	<b>Theory: 2</b>		<b>Practical: 0</b>		<b>Total: 2</b>
<b>Effective Form</b>	<b>Academic Year: 2026-27</b>				
<b>Course Outcomes</b>	<p><b>CO1- Remembering</b></p> <ul style="list-style-type: none"> <li>Students will be able to explain the meaning, evolution, characteristics, and scope of CSR globally and in India.</li> </ul> <p><b>CO2- Understanding</b></p> <ul style="list-style-type: none"> <li>Students will be able to understand CSR global context and in India.</li> </ul> <p><b>CO3- Applying</b></p> <ul style="list-style-type: none"> <li>Students will be able to apply provisions of the Companies Act 2013, Schedule VII, CSR committee requirements, policies, expenditure norms, and compliance procedures.</li> </ul> <p><b>CO4- Analysing</b></p> <ul style="list-style-type: none"> <li>Students will be able to analyze classical, neo-classical, contemporary theories, Carroll's Pyramid, Stakeholder theory, TBL model, and Indian CSR approaches including Gandhian Trusteeship.</li> </ul> <p><b>CO5- Evaluating</b></p> <ul style="list-style-type: none"> <li>Students will be able to evaluate CSR practices across manufacturing, IT, banking, and public sectors, along with governance methods such as committees, trusts, NGOs, and outsourcing.</li> </ul> <p><b>CO6- Creating</b></p> <ul style="list-style-type: none"> <li>Students will be able to develop CSR policies by examining national/state-level initiatives and real-world case studies from India and global contexts.</li> </ul>				
<b>Course Content</b>	<p><b>Unit- I Introduction to Corporate Social Responsibility (CSR)</b></p> <p>Introduction, Meaning and Definitions of CSR, Evolution of CSR Globally and in India, Characteristics of CSR-Evolving Concept, Business Practices, Stakeholder targeted to mandated by governance, CSR Generations, CSR Practices and Perspectives, Scope of CSR.</p>				

	<p><b>Unit- II Theories and Models</b>          CSR Theories and Models, Classical, Neo-classical, and Contemporary CSR theories, Carroll’s Pyramid of CSR, Triple Bottom Line Model, Business Ethics Theory, Social Contract Theory, Stakeholder Theory, Indian models of CSR and Gandhian Trusteeship Model.</p> <p><b>Unit- III CSR Legislation under the Companies Act 2013</b>          Introduction to CSR under Companies Act 2013, Director's duties on CSR, Activities of Schedule VII, Applicability of obligations to Indian Companies as well as Foreign Companies, Concept of Net worth, Turnover and Net Profit on CSR</p> <p><b>Unit- IV Mandatory Provisions under CSR</b>          CSR Committee of Directors, CSR Policy Formulation, Scope of CSR expenditure, CSR through Trusts, NGOs or outsourcing CSR, Annual CSR Report, Penalties and Punishments.</p> <p><b>Unit- V CSR Domains and Sectorial Applications</b>          National and state-level CSR initiatives, CSR in manufacturing, IT, banking, and public sector enterprises, Case studies of successful CSR initiatives in India &amp; globally.</p>									
<b>Mapping between COS and PSOs</b>		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
CO1	1	1	1	1	1	1	0	1	1	
CO2	2	2	1	2	1	1	1	2	2	
CO3	1	3	1	2	2	2	1	2	1	
CO4	2	2	2	3	2	2	2	3	3	
CO5	2	3	2	3	2	2	2	2	2	
CO6	2	3	2	3	3	3	3	3	3	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Paleri, Prabhakaran, (2020). Corporat Social Responsibility: Concept, Cases and trends, Cengage Larning India Pvt. Limited, New Delhi</li> <li>2. Srinivasan Anand (2014) Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi.</li> <li>3. Chatterji Madhumita (2014) Corporate Social Responsibility, Oxford University Press, New Delhi.</li> <li>4. CII-PwC Handbook on Corporate Social Responsibility in India.</li> <li>5. Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices.</li> <li>6. Garg Kamal, (2014) Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1/4/2014, Bharat Law House, New Delhi.</li> <li>7. Mukharjee Harsha (2016) Sustainable CSR, Himalaya Publishing House.</li> </ol>									
<b>Teaching Methodology</b>	Interactive lectures, Role- play, Self-assessment tools, Cases & discussions.									
<b>Evaluation Method</b>	Internal Assessment: 25 Marks External Assessment: 25 Marks									