

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management				Academic Year			2026-27			
Master of Commerce Under NEP 2020: Regular Specialization: Human Resource Management											
Year	I	Major: Global Human Resource and Talent Management			Credits/ Hours per week 04Credits(60hrs.)			04 Credits (60hrs.)			
Semester	I	Year of Introduction:2026 -2027			Maximum Marks/ Grade			100 Marks			
Mode of Transaction		Lectures and Tutorials									
Course Outcomes (COs): CO1: To explain the concept sand significance of Global Human Resource Management in international business. CO2: To examine the role of multinational corporations and global HR managers in managing international workforce. CO3: To analyze global staffing practices including international recruitment, selection, and expatriate management. CO4: To evaluate global HR practices related to training, performance management, and compensation. CO5: To assess contemporary issues and emerging trends in Global Human Resource Management.											
Unit No.	Topic/Unit			Contact Hours	Weighta ge (%)	BT Level	CO	PSO	Element s of Employ ability (Emp)/ Entrepre neurship (Ent)/ Skill Develop ment (SD)	Relevan ce to Local (L)/ Nation al (N)/ Region al(R)/G lobal (G) develo pmental needs	Relation toGender (G), Environme nt and Sustainabil ity (ES), Human Values (HV)and Professio nalEthics (PE)

1.	Global Human Resource Management: Concepts & Foundations Meaning and Concept of HRM and Global HRM; Difference between Domestic HRM and Global HRM; Need for and Importance of Global HRM Drivers of Internationalization; Role of Multinational Corporations (MNCs) in Global HRM; Transferring Staff for International Business Activities; Role of Global HR Manager	15	25%	1,2	CO1 CO2		(Emp) (Ent) (SD)	(L) (N) (R) (G)	(G) (HV) (PE)
2.	Talent Acquisition, Staffing and Onboarding in Global Context Global Human Resource Planning; Approaches to Global HRM (Ethnocentric, Polycentric, Geocentric and Regiocentric); Sources of International Recruitment Selection Criteria; Selection Process in International Context; Expatriate and Repatriate	15	25%	1,2,3	CO3		(Emp) (Ent) (SD)	(L) (N) (R) (G)	(G) (HV) (PE)
3.	Employee Performance, Training and Compensation in Global Context Introduction to Global Training and its Areas; Cross-Cultural Training and Development; Introduction to Global Compensation; Objectives, Factors affecting Global Compensation; Performance Appraisal in International Context; Challenges in Global Performance Management	15	25%	1,2,4	CO4		(Emp) (Ent) (SD)	(L) (N) (R) (G)	(G) (HV) (PE)
4.	Global HRM: Contemporary issues, Industrial Relations and Emerging Trends International Human Resource Management and Future Challenges; Global Industrial Relations; Managing Diversity in Global Workforce; Ethical Issues in Global HRM; Impact of Globalization and Technology on HRM; Emerging Trends in Global HRM	15	25%	1,2,5	CO5		(Emp) (Ent) (SD)	(L) (N) (R) (G)	(G) (HV) (PE)

Reference Books

1.	PeterJ.Dowling, Marion Festing and AllenD. Engle, Sr., International Human Resource Management, Cengage.
2.	P.SubbaRao, International Human Resource Management, Himalaya Publishing House
3.	K.Aswathappa and Sadhna Dash, International Human Resource Management, TMGH.
4.	Dr. Leena Modi(Gandhi), Dr.Shalaka Parker, Mrs.Viral Ahir, Global Human Resource Management, Nirali Prakashan Publications.
5.	Dr.S.Narappa Reddy,Dr.Nalla BalaKalyan Global Human Resource Management, Thakur Publications, Hyderabad.

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management			Academic Year				2026-2027		
Master of Commerce Under NEP 2020: Regular Specialization: Human Resource Management										
Year	I	Major: Performance Management and Competency Development	Credits/Hours per week				04 Credits (60hrs.)			
Semester	I	Year of Introduction:2026	Maximum Marks/Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes: CO1: To understand competencies and competency mapping concepts. CO2: To apply competency mapping methods and develop models. CO3: To understand performance management system. CO4: To analyse and design competency-based performance management systems.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability(Emp)/Entrepreneurship(Ent)/Skill Development(SD)	Relevance to Local (L)/ National (N)/Regional(R)/Global (G)development needs	Relation to Gender(G), Environmental Sustainability(ES), Human Values(HV)and Professional Ethics (PE)

1	Competency Frameworks and Mapping: An Overview Concept and Meaning of Competency Types of Competencies (Core, Functional, Behavioral), Levels of Competencies and Skills & Competencies History and Origin of Competency, KSA V/S Competency Importance of Competency Mapping Components of Competency Mapping & Competency Models	15	25	1,2	CO1	PSO1 PSO5	SD EMP	L,N,R,G	HV PE
2	Process and Techniques of Competency Mapping Competency Mapping, Need for Competency Mapping Steps in Competency Mapping Methods of Competency Mapping Approaches of Competency Mapping in HRM Classification of Competencies Steps in Developing Competency Model Process and Methods Used for Competency Mapping	15	25	1,2,3	CO2	PSO1 PSO5			
3	Fundamentals of Performance Management System Introduction to Performance Management Systems Performance Management Cycle Performance Management Model Components of Performance Management Model Issues of Performance Management System	15	25	1,2,3	CO3	PSO1 PSO5			
4	Design & Implementation of Performance Management System Performance Management Planning and Development Process of Identifying Key Performance and Key Result Areas Competency based Performance Management System Building Competencies for Organizational Future	15	25	1,2,3,4	CO4	PSO1 PSO5			

Reference Books

1.	Appa Rao, C. (2012). <i>Performance management</i> . Wiley India (Biztantra).
2.	Bibliotex Digital Library. (2022). <i>Performance management systems</i> . Bibliotex Digital Library.
3.	3G E-Learning LLC. (2017). <i>Performance management & appraisal</i> . 3G E-Learning LLC.
4.	Dessler, G. (2020). <i>Human Resource Management</i> (16th ed.). Pearson Education.
5.	Oturkar, A., & Khilari, S. (2015). <i>Competency mapping and career development</i> . Nirali Prakashan.
6.	Murphy, K. R., & Cleveland, J. N. (1995). <i>Performance Appraisal and Management</i> . Sage Publications.
7.	Sanghi, S. (2016). <i>Competency Mapping: Identifying and Building Competencies</i> . Sage Publications India.
8.	Shermon, G. (2004). <i>Competency based human resource management: A strategic resource for competency mapping, assessment and development centres</i> . Tata McGraw-Hill.
9.	Sanghi, S. (2007). <i>The handbook of competency mapping</i> . Sage Publications India.

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management					Academic Year		2026-27			
Master of Commerce Under NEP 2020: Regular Specialization: Human Resource Management											
Year	I	Major: Transformational and Strategic Leadership				Credits/Hours per week		04 Credits (60hrs.)			
Semester	I	Year of Introduction:2026 -2027				Maximum Marks/Grade		100 Marks			
Mode of Transaction		Lectures and Tutorials									
Course Outcomes (COs): CO1: To develop an understanding about concept and significance of strategic leadership in modern organization. CO2: To examine leadership theories and their roles in strategic management. CO3: To develop the ability to lead the organization through change, innovation and strategic decision making. CO4: To understand ethical, global and sustainable aspects of leadership											
Unit No.	Topic/Unit			Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability(Emp)/ Entrepreneurship (Ent)/Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/Global (G) developmental needs	Relation to Gender(G), Environment and Sustainability (ES), Human Values (HV)and Professional Ethics (PE)

1.	Strategic Leadership: Concepts & Perspectives Meaning and Concept of Leadership – Meaning and Nature of Strategic Leadership– Difference between Leadership and Management, leader and Transformational Leader – Evolution of Leadership Thought–Importance of Strategic Leadership in Organizations – Roles and Responsibilities of Strategic Leaders – Qualities and Competencies of Effective Strategic Leaders– Strategic Leadership in Contemporary Business Environment	15	25%	1,2	CO1		EMP, ENT, SD	L,R,N,G	ES, HV, PE
2.	Leadership Dynamics: Theories, Styles and Strategic Effectiveness. Leadership Theories; Leadership Styles and their Strategic Implications; Leadership Effectiveness in Different Organizational Situations	15	25%	1,2,3	CO2				
3.	Visionary thinking & Strategic Innovation in Change Management Strategic Thinking and Strategic Vision – Strategic Decision-Making Process – Leadership in Innovation and Creativity – Leadership and Organizational Change – Leadership in Crisis and Uncertain Environment	15	25%	2,3,4	CO3				
4.	Global Leadership for Ethics and Sustainability Ethical Leadership and Corporate Governance; Leadership and Corporate Social Responsibility; Strategic Leadership and Cross-cultural Leadership in Global Organization; Leadership in Diversity and Inclusion, Sustainable Leadership and Environmental Responsibilities; Future Trends in Strategic Leadership	15	25%	1,2,3,4	CO4				

Reference Books

1	Adair,J.(2010). <i>Strategic leadership: How to think and plan strategically and provide direction</i> . Kogan Page.
2	Armstrong,M. (2018). <i>Armstrong's handbook of leadership and management: Developing effective people skills for better leadership and Management</i> (2 nd Ed.).Kogan Page.
3	Hughes,R.L.,Ginnett,R. C.,&Curphy, G.J.(2019). <i>Leadership:Enhancing the lessons of experience</i> (9th ed.).McGraw-Hill Education.
4	Kotter,J.P. (2012). <i>Leading change</i> . Harvard Business Review Press.
5	Northouse,P.G.(2022). <i>Leadership:Theory and practice</i> (9thed.).Sage Publications.
6	Robbins,S.P.,&Judge,T.A.(2023). <i>Organizational behavior</i> (19thed.). Pearson Education.
7	Singh,R.(2020). <i>Strategic leadership: Innovative approaches to management, decision making and organizational success</i> . Academic Press.
8	Chhabra,T.N.(2020). <i>Leadership and management</i> . Dhanpat Rai Publications.

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce & Business Management			Academic Year				2026-27		
Master of Commerce Under NEP 2020: Regular Specialization: Human Resource Management										
Year	I	Major: Compensation Planning and Administration	Credits / Hours per week				04 Credits (60hrs.)			
Semester	I	Year of Introduction: 2026-2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs): CO1: Understand the concepts, principles and theories of compensation administration. CO2: Analyze wage structures, job evaluation techniques and compensation design. CO3: Examine performance-based, team-based and executive compensation systems. CO4: Evaluate strategic and international compensation practices and emerging trends.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)

1	Compensation Administration: Concepts and Foundations Introduction to Compensation-Meaning of Wages and Compensation-Components of Wages-Objectives of Compensation-Principles of Compensation Formulation – Labour Theories - Factors Influencing Pay: Internal factors and external factors. Wage policy in India	15	25	Understanding	CO1		Employability & Skill Development	National	Human Values & Professional Ethics
2	Designing Compensation Through Job Evaluation An overview of Job Analysis and Job Evaluation, Job Assessment: Pricing Job value, Work measurement, Ergonomics and Management	15	25	Application	CO2				
3	Planning and Developing Compensation Compensation Management and Performance Management System, Compensation Design Through Skill-Based Program, Competency-Based Pay, Team-Based Approach- Types of Team-Based Compensation, Effective Design of Team-Based Compensation, Executive Compensation, Components of Executive Compensation, Compensation Design and Different Criteria for Executive Compensation	15	25	Analysis	CO3				
4	Strategic Compensation: Trends and Issues Compensation Design and Strategy, Strategic Planning, Strategic Compensation Design and Policies. Strategies For International Compensation Management, Components of International Compensation, Expatriate and Repatriate Compensation, Approaches to International Compensation, Ethical Issues in Compensation: Compensation Management in The Indian Context- Compensation Benchmarking (Case study)	15	25	Evaluation	CO4				
Reference Books									
1.	Dipak Kumar Bhattacharyya, Second Edition, <i>Compensation Management</i> , Oxford University Press								
2.	R. C. Sharma & Sulabh Sharma, <i>Compensation Management</i> , 9th Edition, Sage Publication India.								
3.	George T. Milkovich, Jerry M. Newman & Barry Gerhart, <i>Compensation</i> , McGraw-Hill								

		The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management		Academic Year				2026-27			
Master of Commerce Programme Under NEP 2020: Regular Specialization: Human Resource Management											
Year	I	Major: Industrial Laws & Workplace Compliance		Credits / Hours per week -				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026		Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures									
Course Outcomes (COs): CO1: To introduce students to the legal framework governing workplaces in India, including labour laws, employment regulations, and statutory compliance requirements applicable to organisations. CO2: To develop an understanding of employer–employee relationships and the legal rights, duties, and obligations of both parties under various workplace legislations. CO3: To familiarise students with compliance management practices, including regulatory reporting, statutory registers, labour law audits, and corporate compliance mechanisms. CO4: To enable students to analyse workplace legal issues and disputes, and understand the role of regulatory authorities, labour courts, and compliance officers. CO5: To build practical awareness of contemporary workplace challenges, including occupational safety, wages, social security, grievance handling, and ethical employment practices. CO6: To equip students with the ability to ensure organisational compliance with labour laws, thereby promoting responsible management and lawful workplace governance.											
Unit No.	Topic/Unit			Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management			Academic Year				2026-27		
Master of Commerce Programme Under NEP 2020: Regular Specialization: Human Resource Management										
Year	I	Major: Human Resource Research for Organisational Decision Making	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026-27	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures								
Course Outcomes (COs): CO1: Understand the fundamentals of research, research process, problem identification, and literature review. CO2: Apply suitable research design, data collection methods, measurement, scaling, and sampling techniques. CO3: Analyze data and develop conceptual/theoretical frameworks with hypothesis formulation and testing. CO4: Prepare and present research reports while addressing ethical issues in research.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)

1	Overview of Research Introduction, Research Problem Identification, Types of Research, Research Process, Review of Literature.	15	25	1,2	CO1				
2	Research Design & Data Collection Research Design, Sources & Methods of Data Collection, Measurement & Scaling, Sampling Design.	15	25	1,2,3,	CO2				
3	Techniques of Data Analysis Processing & Analyzing of Data, Conceptual and Theoretical Frameworks with Hypothesis Development	15	25	1,2,3,4	CO3				
4	Hypothesis Testing & Reporting of Data Hypothesis Testing (Theory & Practical), Report writing, Ethical issues in research.	15	25	1,2,3,4	CO4				
Reference Books									
1	Deepak Chawla & Neena Sondhi (2011). <i>Research Methodology: Concepts and Cases</i> . India: Vikas Publishing House.								
2	Sekaran, U., & Wiley, J. (2003). A Skill-Building Approach Fourth Edition RESEARCH METHODS FOR BUSINESS.								
3	Kothari, C. R. (2004). <i>Research Methodology: Methods and Techniques</i> . New Age International Limited. https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf								
4	Sekaran, U. & Bougie, R. (2016) Research Methods for Business: A Skill-Building Approach. 7th Edition, Wiley & Sons, West Sussex.								

		The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce & Business Management		Academic Year				2026-27			
Master of Commerce Programme Under NEP 2020: Regular Specialization: Human Resource Management											
Year	I	Major: Human Resource Advisory and Consultancy		Credit / Hours				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026-2027		Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures									
Course Outcomes (COs): CO1: Explain the concept, evolution, scope and significance of HR Consultancy. CO2: Differentiate between internal and external HR Consultants and evaluate their roles. CO3: Analyze the HR Consultancy process including diagnosis and implementation. CO4: Apply HR diagnostic tools such as SWOT, PESTLE and workforce analytics. CO5: Evaluate HR strategies and interventions like change management and OD. CO6: Design HR Consulting solutions for organizational challenges. CO7: Demonstrate competencies in client management, proposal writing and communication. CO8: Assess effectiveness of HR interventions and manage resistance to change. CO9: Develop ethical and professional HR Consultancy practices. CO10: Learning different concepts through cases and business games.											
Unit No.	Topic/Unit			Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)

1	HR Consultancy: Concepts & foundations Concept and Evolution of HR Consultancy Types of HR Consultants: Internal vs External Consultants; Scope of HR Consulting services in organizations; Role of HR Consultants in Strategic Decision Making; Competencies required for HR Consultants	15	25	L1 L2 L4 L5	C01 C02 C04		SD EMP	N,G	PE, HV
2	Process and Diagnostic Tools in HR Consultancy. The HR Consultancy cycle: Entry and Contracting, Problem Identification, Data Collection and Diagnosis, Recommendation and Implementation; Client-Consultant Relationship; Organizational Diagnosis Models Strategic Analysis Tools in HR Consulting: SWOT Analysis, PESTLE Analysis, Workforce Analytics	15	25	L3 L4	C03 C04		SD EMP	G	PE, HV
3	Strategic HR Consulting and Intervention Techniques HR Strategy alignment with business goals Change Management Interventions; Organizational Development (OD) Interventions; Talent Management Strategies; Employee Engagement Strategies	15	25	L4 L5 L6	C05 C06		EMP ENT	N,G	HV, ES
4	HR Consultancy: Implementation, Client Management and Evaluation Proposal Writing and Consulting Contracts; Client Relationship Management; Change Management in Consulting Assignments; Managing Resistance to Change; Ethics in HR Consultancy; Confidentiality and Data Privacy; Managing Resistance to Change Communication and Presentation Skills; Cases and Business Games	15	25	L3 L4 L5	C07 C08 C09 C10		EMP, SD	G	PE, HV, VS

Reference Books

1	Human Resource Management – Gary Dessler
2	Edgar H. Schein – Process Consultation
3	Cummings & Worley – Organization Development and Change
4	Raymond Noe – Employee Training and Development
5	Aguinis – Performance Management
6	Ian Hunter et al. – The HR Consultant Handbook
7	Armstrong – Strategic Human Resource Management
8	Baaij, Marc. An Introduction to Management Consultancy. Sage Publications.
9	Manville, Graham & Greatbanks, Richard. Management Consultancy: Insights and Real Consultancy Projects. Routledge.

10	Srivastava, U. K. & Srivastava, Pramila. Management Consulting in India: Practice and Experience for Business Excellence. Sage Publications.
11	Armstrong, Michael. Armstrong's Handbook of Strategic Human Resource Management. Kogan Page.
12	Mello, Jeffrey A. Strategic Human Resource Management. Cengage Learning.
13	Greer, Charles R. Strategic Human Resource Management. Pearson Education.
14	Rasiel, Ethan M. The McKinsey Way. McGraw Hill.
15	Block, Peter. Flawless Consulting: A Guide to Getting Your Expertise Used. Wiley

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management			Academic Year			2026-27			
Master of Commerce Programme Under NEP 2020: Regular Specialization: Human Resource Management										
Year	I	Major: Managing Organizational Culture and Diversity	Credits / Hours per Week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026-2027	Maximum Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs): CO1: To understand culture and evaluate its impact on organisations and cultural change. CO2: To compare cultures and assess their influence on leadership, teams, and ethics. CO3: To understand diversity, equity, and inclusion concepts and evaluate strategies for managing diversity and building multicultural organisations. CO4: To analyze recent trends and contemporary issues in diversity management and assess their impact on multicultural teams, work-life balance, and organizational practices.										
Unit No.			Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	Organisational Culture: An Overview Understanding Culture, Culture Dimensions, Significance and Impact of Cross Culture on Organisations, Role of Culture in Strategic Decision- Making. Influence of National Culture on Organisational Culture. Shift in Culture:		15	25	1,2	CO1		EMP, ENT, SD	L, R, N, G	ES, HV, PV

	Significance of Shift in Culture, Influence of Economic Factors and Foreign Intervention on Shifts in Local Cultures								
2	Cross Cultural Management: Comparative cultural frameworks Cultural and Behavioral Differences in Different Countries, Various Models for Comparing Culture- Kluckhohn and Strodtbeck Framework, Hofstede's Cultural Dimensions, Trompenaars' Dimensions, Schwartz Value Survey, GLOBE Study; Edward T Hall Study. <u>Cross Cultural management:</u> Dynamics of Cross-Cultural leadership, Managing and Motivating Multi Culture Teams. Cross-Culture Ethics: Ethics Values Across Cultures and Ethics Dilemma.	15	25	1,2,3	CO2				
3	Workplace Diversity: Concepts & Dimensions Diversity, Inclusion & Equity concepts, Advantages of Diversity, Identifying Characteristics of Diversity, Scope- Challenges and Issues in Diversity Management. Skills and Competencies for Multicultural Teams and Workplaces/ Organisational Assessment and Change for Diversity and Inclusion, Diversity Strategies. Creating Multicultural Organisations	15	25	1,2,3,4	CO3				
4	Diversity Management: Emerging Trends & Best Practices Emerging Workforce Trends–Dual-Career Couples–Cultural Issues in International Working on Work-Life Balance– Managing Multi-Cultural Teams: Issues and Challenges, Global Demographic Trends: Impact on Diversity Management, Social Psychological Perspective on Workforce Diversity, Diversity Management in IT Organisations Contemporary Issues in Workplace Diversity	15	25	1,2,3,4	CO4				

Reference Books

1	Cross Cultural Human resources management: Dr. Saroj Kumar & Dr Vikrant Verma. Thakur Publications Pvt. Ltd. Jalandhar ISBN- 978-93-90972-52-4
2	Cultural Diversity at work place: Dr. Iranna S. Bhustali & Gourish Dixit. Thakur Publications, Bangalore
3	Managing Organizational Diversity - TEXT BOOK (Paperback, Ms. Samiksha Gupta, Ms. Shalini Srivastava, Ms. Ragini Dixit, Dr. Anchal Rastogi). Shashwat Publication
4	Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). <i>Organizational behavior: An evidence-based approach</i> . McGraw Hill Irwin
5	Robbins, S. P., & Judge, T. (2009). <i>Organizational behavior</i> . Pearson South Africa.
6	Aswathappa, K. (2008). <i>Organisational Behaviour. Text Cases Games</i> . Himalaya Publishing House