



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Branch: International Business

Course / Subject Code: MB01093051

Course / Subject Name : Multicultural Organizational Behavior and Human Resource Management

W. e. f. Academic Year	2025-26
Semester	1
Category of Subject	Core Course (CC)

Prerequisite:	Not required
Rationale:	This course provides students with an integrated understanding of Organisational Behaviour and Human Resource Management in the context of global business. It focuses on how individuals and teams behave within organisations and how people management practices can enhance performance across cultures. By combining behavioural insights with HR strategies, the course prepares students to manage human resources in multinational environments effectively. It aims to build the foundational skills required to lead, motivate, and manage people in today's dynamic and diverse global workplace.

Course Outcomes:

No.	Course Outcomes	RBT Level
01	To explain the fundamental and individual concepts of organizational behaviour and analyse them for self.	Understand & Analyze
02	To analyse group behaviour and key organizational processes within the workplace.	Understand & Analyze
03	To explain the fundamental concepts of human resource management and apply key HRM practices to real-world business scenarios.	Understand & Apply
04	To evaluate global HRM strategies and employment relations in diverse cultural and legal environments.	Apply & Evaluate

Teaching and Examination Scheme:

Teaching Scheme					Examination Scheme					
(in Total Hours (TH) per semester)				Total Credits =TH/30	Assessment Pattern & marks					Total
L	T	PR	PBL*		Theory		Tutorial / Practical			
				C	ESE (E)	PA (M)	PA (I)	PBL (I)	ESE (V)	
45	0	30	45	4	70	30	30	20	0	150

Course Content:



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Unit No.	Content	No. of Hours	Marks
1	Foundations of OB <ul style="list-style-type: none">● Introduction to Organization, Managerial Roles & OB Concepts● Major Behavioural Science Disciplines Managerial Behaviour <ul style="list-style-type: none">● Individual Behaviour, Personality, Values, Attitudes● Perception and Decision-Making● Theories of Motivation● Stress and Stress Management	12	17
2	Group Dynamics <ul style="list-style-type: none">● Group Behaviour: Formation, Types, Theories● Teams vs Groups, Building Effective Teams● Conflict Management and Negotiation Organizational Processes <ul style="list-style-type: none">● Power and Politics in Organizations● Leadership Approaches and Styles● Organizational Structure & Culture Basics	12	19
3	HRM Staffing <ul style="list-style-type: none">● Evolution of HRM, HRM vs Personnel Management● Strategic HRM and its Role in Business● HR Planning, Job Analysis & Job Design● Recruitment and Selection HRM Development <ul style="list-style-type: none">● Training & Development● Performance Appraisal Systems● Compensation and Rewards	12	19
4	Employment Relations & Trends <ul style="list-style-type: none">● Labour Laws & Social Security● Worker Participation in Management● Workplace Diversity & Inclusion● Cultural Competence & Global Leadership● Emerging HR Trends (AI, Remote Work, Gig Economy, HR Tech)	9	15



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5	Problem Based Learning: Details given in the table at the end of the syllabus	30+45	PA(I)+PBL(I) assessment (50)
Total		120	150

Suggested Specification Table for Question Paper Design:

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
0	14	18	18	20	0

*RM: Remember, UN: Understand, AP: Apply, AN: Analyze, EL: Evaluate, CR: Create (as per revised Blooms Taxonomy)

Suggested Learning Resources:

S. No.	Title of Book	Author	Publication with place, year and ISBN
1	Organizational Behaviour	Stephen P. Robbins & Timothy A. Judge	Pearson Education New Delhi, 2022 (18th Ed.), ISBN: 9789356062151
2	Organizational Behavior: Human Behavior at Work	John W. Newstrom	McGraw Hill Education, New Delhi, 2017 (14th Ed.), ISBN: 9781259097469
3	Organizational Behaviour	Fred Luthans	McGraw Hill Education, New Delhi, 2015 (12th Ed.), ISBN: 9789339204844
4	Organizational Behaviour	K. Aswathappa	Himalaya Publishing House, Mumbai, 2021, ISBN: 9789355012225
5	Understanding Organizational Behavior	Udai Pareek	Oxford University Press, New Delhi, 2010 (2nd Ed.), ISBN: 9780198067294
6	Human Resource Management	Gary Dessler	Pearson Education, New Delhi, 2022 (16th Ed.), ISBN: 9789356067033
7	Human Resource Management: Text and Cases	K. Aswathappa	McGraw Hill Education, New Delhi, 2017 (8th Ed.), ISBN: 9789352601309
8	Human Resource Management	VSP Rao	Excel Books, New Delhi, 2010 (3rd Ed.), ISBN: 9788174464485
9	A Handbook of Human Resource Management Practices	Michael Armstrong	Kogan Page, London, 2020 (15th Ed.), ISBN: 9780749498276
10	Strategic Human Resource Management	Jeffrey A. Mello	Cengage Learning, Boston, 2019 (5th Ed.), ISBN: 9780357048187



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List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Academy of Management Journal (AMJ) | Academy of Management | 0001-4273
- Human Resource Management | Wiley | 0090-4848
- Journal of Organizational Behavior | Wiley | 0894-3796
- International Journal of Human Resource Management | Taylor & Francis | 0958-5192
- Human Resource Development International | Taylor & Francis | 1367-8868
- Journal of Applied Psychology | American Psychological Association (APA) | 0021-9010
- Asia Pacific Journal of Human Resources | Sage | 1038-4111
- Personnel Review | Emerald Publishing | 0048-3486
- Harvard Business Review (HBR) | Harvard Business Publishing | Bi-monthly
- People Matters | People Matters Media | Monthly
- Business Today | India Today Group | Fortnightly
- The Economist | The Economist Group | Weekly
- Forbes India | Network18 | Fortnightly
- Human Capital Magazine | HR.com / SHRM | Monthly
- The Economic Times – HR World | economictimes.indiatimes.com | India
- The Hindu Business Line | thehindubusinessline.com | India
- Business Standard | business-standard.com | India
- Financial Times | ft.com | UK
- The Wall Street Journal | wsj.com | USA
- SHRM.org | Society for Human Resource Management – tools, research, global HR practices
- HBR.org | Harvard Business Review articles and OB/HR leadership insights
- McKinsey & Company | Leadership, organization, and people management reports
- CIPD.co.uk | Chartered Institute of Personnel and Development (UK-based HRM body)
- HRM Guide | Practical resources and trends for HR professionals
- NHRDN | National HRD Network (India) – HR professional body
- World Economic Forum | Research on future of work, diversity, global HR skills

CO-PO Mapping

Semester-1	Multicultural Organizational Behavior and Human Resource Management						
	POs					PSOs	
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	2	2	-	-
CO2	2	3	2	1	3	-	2
CO3	3	3	2	2	3	3	-
CO4	2	2	2	3	2	2	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.



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List of Generic Activities suggested for Problem Based Learning

Sr. No.	Activity	Description	Outcome	Suggested Hours
1	Industry Visit	The students will be taken to industrial visit	Practical experience to students that how the operations business carried out	10 hours
2	Case Study Discussion	The case study in the area of topic will be discussed with the students	The students will be able to identify the situation and apply management theories to resolve the problem	5 hours
3	Gamification in the subject	The students will be given the problem and asked to solve the problem by playing a game to learn the concept	The students will be able to apply the concept and learn by playing the game	10 hours
4	Assignment	The students will be given the assignment based on the module of the subject	The students will be able to learn and submit assignment which will help them for exam	6 hours
5	Industry Analysis	The students will be allotted industry and asked to carry out the analysis as per the requirements of the subject	The students will be able to know the application of the concept in the specific industry	8 hours
6	Simulation	The students will be given the simulation activities as per the requirements of the subject	The students will lean and develop the experimental attitude which will help them to solve the problems	10 hours
7	Personality Self-Assessment	Understanding personal traits and how they influence work behavior, teamwork, and managerial effectiveness	Students will develop self-awareness of their personality traits and identify strategies to enhance their professional effectiveness.	3 hours
8	Leadership Style Self-Assessment	Exploring personal leadership tendencies and their impact on team	Students will understand their leadership style and plan ways to adapt it for	2-3 hours



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		performance and decision-making	effective team and organizational management.	
9	Cross-Cultural HR Practices Comparison Report	Analyzing how cultural differences (Hofstede dimensions) influence HR practices in India vs. another country	Students will apply cross-cultural frameworks to analyze and compare HR practices and develop insights for managing diverse workplaces	6 hours
10	DEI Role-Play	Applying DEI principles to resolve workplace conflicts and promote inclusion	Students will demonstrate inclusive communication and problem-solving skills while applying DEI principles in simulated workplace scenarios.	5 hours
11	Visit to Company for Practical Exposure	Students will be guided to visit the company and explore the practical operating of the tasks.	Students are required to visit the relevant company for practical exposure of the execution of the management activities	8-10 hours
12	Visit to Trade Expo	Students will be taken to trade expo held for different products to understand business operation and networking	Students are advised to visit trade expo and meet manufacturer and service providers to understand business operations and expansion	6-8 hours
13	Project based learning	The students will be given a minor problem and they have to prepare a project for the solution of the problem	The students will be able to apply management techniques to solve the allotted problem and will provide managerial solution for the same	10-15 hours
14	Financial Statement Analysis	The students will be provided with the financial data to analyze financial stability of the company	The students have to extract financial data from the authenticate database and compare the financial performance within the company and with competitors for future	12-15 hours



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			growth. The result should be presented with remarks	
15	Survey / Questionnaire	Data collection through survey or Questionnaire	The students will be given topics for survey or questionnaire based research. They have to present the findings in the scientific manner and present the same for decision making	25-30 hours