



**SCHEME OF EXAMINATION AND SYLLABUS OF
PG DIPLOMA IN BUSINESS PSYCHOLOGY
(SESSION 2023-24)**



**MAHARSHI DAYANAND UNIVERSITY
INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH
(IMSAR)
& DEPARTMENT OF PSYCHOLOGY
2023-24**

MAHARSHI DYANAND UNIVERSITY
Institute of Management Studies and Research
Proposal for PG Diploma in Business Psychology (Session 2023-24)

1.	Course Title	PG Diploma in Business Psychology
2.	Nodal Institute	Institute of Management Studies and Research
3.	Course Coordinator (Institute/ Individual/s)	Institute of Management Studies and Research
4.	Collaborating Deptt/ Institute within University	Deptt. of Psychology
5.	In partnership	Industry and Concerned Institutions
6.	Programme Description	<p>Proposed programme will be of one year duration, divided in two semesters- odd and even of six months each. The Course Contents are asfollowing:</p> <p>Semester I:</p> <ol style="list-style-type: none"> 1. Foundation of Psychology & Human Behaviour 2. Organizational Behaviour and Management 3. Psychology of Entrepreneurship 4. Social Research Methods & Statistics 5. Business Communication 6. SEC-1-Emotional Intelligence, Intrapersonal and Interpersonal Skills <p>Semester II:</p> <ol style="list-style-type: none"> 1. Consumer Psychology 2. Basics of Behavioral Economics 3. Employees Mental Health 4. Positive Psychology 5. SEC 2 Leadership, Coaching, Mentoring and Group Dynamics
7.	Programme Objectives	<p>The purpose of PG Diploma in Business Psychology is to develop skills and a mind set of learners that will allow them to identify and seize business opportunities using business and psychological tools and techniques.</p> <ul style="list-style-type: none"> • To gain a thorough understanding of the discipline of business psychology • To impart knowledge of the basics of psychological principles and Management issues • To prepare the students with Entrepreneurial as well as effective leadership skills. • To familiarize the students with an application of psycho-managerial and behavioral economics for efficiency and effectiveness in launching the start-ups.

8.	Programme Outcomes	<ul style="list-style-type: none"> • The participants would gain knowledge about theoretical principles of psychology as well as business management. • Gain understanding of the applied and positive perspectives of managerial skills and psychological competencies. • Gain knowledge to be successful entrepreneurs as well corporate change agents. • Participants would gain proficiency in undertaking and reporting of psychological assessment and conducting various OD interventions. • Gain the requisite competencies and experiential knowledge for enhancing their productivity in business/profession. • The participants will acquire essential skills and knowledge for Mastering strategies and tools that enable individuals and Organizations to thrive in today's competitive environment.
9.	Duration	One Year
10	Intake and Supernumerary Seats	Total 20 Seats
11	Eligibility	Graduation in Psychology/ Applied Psychology/ BBA/BCA/B.Sc./ Graduation in any discipline with at least 50% at Graduation level.
12	Application for Admission	Online Applications and Admission on basis of academic Merit with due Incorporation of reservation rules of admission framed by university from time to time.
13	Assessment and Evaluation Mode	Internal Assessment and End of Semester Theory and Practical/ Viva-Voce Examinations
14	Fee Structure	As per university rules

Note: The duration of all the end term theory examinations shall for 3 hours.

1. The Criteria for awarding internal assessment of 30 marks shall be as under:

a) Assignments and Presentations :25 marks

b) Attendance :5 marks

Less than 65% :0 marks

Up to 70% :2 marks

Up to 75% :3 marks

Up to 80% :4 marks

Above 80% :5 marks

Foundation of Psychology & Human Behaviour

Course Code: 23IMSD101DS01

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives:

To impart understanding of the basics of various schools of Psychology, principles of Genetics and Perception. To provide understanding of the basics of theories of emotions and motivation, learning, conditioning, Intelligence and Personality.

Course Outcomes:

The knowledge of fundamentals of Psychology would equip the Students with conceptual clarity and understanding of genetics, perception, emotions, motivation, intelligence and personality.

Unit-1

Science of Psychology: Definition, Nature, Goals, Basic and Applied areas of Psychology. Overview of Psychology and Historical Developments.

Unit -2

Personality: Definition; Theories: Trait vs. Type: Allport, Costa and McCrae: Big Five; Freud Psychoanalytical theory, Maslow Hierarchical theory. Self: Concept, Cognitive and Behavioural aspects of Self. Self-esteem, Self-Regulation and Self-Efficacy.

Unit -3

Intelligence: Nature, Theories and Measurement. Memory: Stages, Information-Processing model, Enhancing memory.

Unit-4

Learning: Classical Conditioning; Operant Conditioning. Emotion and Motivation: Meaning and Theories of Emotions: James-Lange, Canon-Bard, Schachter-Singer. Meaning and Approaches of Understanding Motivation: Instinct Approach, Drive Reduction, Incentive Approach

Recommended readings :

1. Sandra K. Ciccarelli, J. Noland White (2021). Introduction to Psychology .Pearson Education India.
2. Baron, R.A. and Misra, G. (2016). Psychology. Pearson: Delhi.
3. Atkinson and Hilgards (2010). Outlines and Highlights for Introduction to Psychology .
4. NCERT Psychology ,Sri Aurbindo Marg .New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Organizational Behavior and Management

Course Code: 23IMSD101DS02

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives:

The objective of this course is to disseminate the knowledge among students with basic nature of management concepts, task and responsibilities as well as behavioural dynamic in the organization.

Course Outcomes:

The students will be able to comprehend and apply the concepts of management and organizational behavior in resolving organizational challenges. It would become easy to develop a positive organizational culture and facilitation of organizational change.

Unit –1

Nature of Management - Evolution of management thoughts; Managerial processes, Social Responsibility of Business , Managerial Skills , Management by Objectives (MBO), Decision Making - Techniques and Processes.

Unit-2

Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization, Decision Making: Organizational context of decisions, decision making techniques and processes and Problem solving, Motivation: Nature and Theories.

Unit – 3

Foundations and Background of Organizational behavior, Interpersonal: Group behavior, Perception and Learning, Personality and Individual, Values, Attitudes and Beliefs, Transactional Analysis; Applications of Emotional Intelligence in organizations.

Unit – 4

Leadership Styles Approaches, Power and Politics, Organizational Climate and Culture, Organizational Change and Development.

Recommended readings:

1. Luthans, F., Organizational Behaviour, Tata McGraw Hill.
2. Greenberg, J. & Baron, Robert A., Behavior in Organizations, PHI Learning.
3. Robbins, S.P., Management, Prentice Hall Ins.
4. Robbins, S. P., Organizational Behaviour, Prentice Hall of India. 6. Stoner, J., Management, Prentice Hall of India.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Psychology of Entrepreneurship

Course Code: 23IMSD101DS03

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives:

To understand the psychological concepts working behind an entrepreneur. To understand the decision making and problem solving strategy of becoming a successful entrepreneur.

Course outcomes:

The students would gain knowledge about the various aspects of human psychology related to entrepreneurship. Development of the Ability to understand and relate the entrepreneurial mindset and creativity with successful entrepreneurship. They will be able to understand the psychology of Family, Non-family and Women Entrepreneurship and different influences on entrepreneurship.

Unit-1

Introduction to Psychology of Entrepreneurship: Understanding Entrepreneurial Behaviour, Role of psychology in entrepreneurship; Psychological theories and traits of entrepreneurship- Desirable and acquirable attitudes and behaviours, Readiness: Right Time, Right Age and Right Conditions; The Entrepreneurial Mindset, Growth Mindset and Creative Thinking; The Entrepreneurial Motivation and Goal Setting; Misconceptions and Myths about Entrepreneurship; Entrepreneurial Cognition and Capabilities, Entrepreneurial Intentions.

Unit-2

Creativity and Innovation in Entrepreneurship: Creativity and Idea Generation, Techniques for idea generation and brainstorming; The creative process, Techniques for enhancing creativity; Entrepreneurial Problem Solving, Problem-solving frameworks; Design thinking and entrepreneurship; Opportunity Recognition and Decision-Making; Decision analysis tools in entrepreneurial decision-making; Creating and starting the venture, Evaluating risk and uncertainty.

Unit-3

Understanding psychology of Family, Non-family and Women Entrepreneurship, Motivating & Facilitating Factors of Family & Women Entrepreneurs, Challenges of Family & Women Entrepreneurs; Intrapreneurship: concept and mindset, Intrapreneurship and Innovation; External Influence on Entrepreneurship: Culture, Family, Reference Class, Society; The psychology of success, Different Life stages of entrepreneurs, Entrepreneur Resilience.

Unit-4

The Psychology of Investing: Psychology and Finance, Overconfidence, Pride and Regret, Risk Perceptions, Considering the past, Mental Accounting, Forming Portfolios, Representativeness and Familiarity, Social Interaction and Investing, Emotion and Investment Decisions, Self-Control and Decision Making; Estimating the Borrowing capacity, Nature of financing needs of entrepreneurs and for new ventures and start-ups, Early sources of funding: Incubators, Accelerators and crowd funding.

Recommended readings:

1. Eugene McKenna Business Psychology and Organizational Behaviour; Routledge, London
2. Gerrit Antonides; Psychology in Economics and Business- An Introduction to Economic Psychology; Springer-Science and Business Media, B.V.
3. Gielnik, M.M., Cardon, M. S., & Frese, M. (Eds.); The Psychology of Entrepreneurship- New Perspectives; Routledge

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Social Research Methods and Statistics

Course Code: 23IMSD101DS04

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course objectives:

The objective of this course is to develop a research orientation among the students and to acquaint them with the fundamentals of business research methods. Specifically, the course aims at introducing basic concepts used in research, including scientific business research methods and their applications.

Course outcomes:

The students would be equipped with the business research orientation along with the techniques of data collection and analysis (quantitative and qualitative). They will be able to apply an appropriate research design, including argumentation for data collection and analysis methods.

Unit- 1

Basics of Business Research: Meaning, types, and rationale; Characteristics of Good Research, Problem Identification & Formulation of Research Questions; Research Design: Need, Elements, Types, Operationalization, Variables, Literature Search and Review, Research Design Process.

Unit- 2

Measures of Central Tendency: mathematical and positional averages. Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation.

Unit- 3

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size. Sampling Techniques. Measurement: Concept of measurement– what is measured? Characteristics of Good Measurement – Validity and Reliability. Measurement Scales – Nominal, Ordinal, Interval, Ratio.

Unit-4

Correlation: Meaning, Significance, Types and Degree of Correlation, Simple Karl Pearson Correlation and Rank Correlation. Regression: meaning, types, Simple linear regression, ordinary least squares method.

Recommended readings:

1. Gupta, S.P. & M.P. Gupta, Business Statistics, Sultan Chand & Sons
2. Gupta, C.B. & Gupta, V., An Introduction to Statistical Methods, Vikas Publishing House Pvt Ltd
3. Sharma, J.K., Fundamentals of Business Statistics, Pearson Education
4. Shekharan Uma, & Roger Bougie, Research Methods for Business: A Skill Building Approach, John Wiley Publications
5. Donald Cooper, and Pamela Schindler. Business Research Methods. McGraw Hill.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions from section B selecting one question from each unit. All questions will carry equal marks.

Emotional Intelligence, Intrapersonal and Interpersonal Skills

Course Code: 23IMSD101SE01

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives:

To familiarize the students with the concept of Emotional, social intelligence and theoretical knowledge about the nature of Intrapersonal relational processes. To familiarize the students with the concept of Job related attitudes and work values in organizational set-up.

Course Outcomes:

The Students will develop an understanding of the concept of Emotional Intelligence while acquiring knowledge about the importance of social intelligence and social cues in work set –up. They will develop an understanding the attitudes, work values and knowledge of Ego states

Unit-1

Emotional intelligence (EI): Concept and theory of EI by Goleman, Emotional Intelligence and Personality: Role and Relationship.

Unit-2

Social Intelligence: Nature and theory by Goleman, Importance of developing Empathetic Accuracy, Role of environmental factors in Social Intelligence.

Unit-3

Intrapersonal processes: Attitude :Nature, Formation (A-B-C Model), Job related attitudes: Job Involvement, Job satisfaction and organisational commitment Values: Nature and Types; Role of work values in organisation, Role of Socialization in changing work values and attitudes.

Unit-4

Interpersonal Processes: EI and Fostering and Restoring Interpersonal relations at work place, Transactional Analysis : Ego States and application in work set-up.

Recommended readings:

1. Singh,D.(2001).Emotional Intelligence at Work.NewDelhi:Sage Publications.
2. Robbins, S.P.,(2003) Organizational Behavior. New Delhi : Prentice Hall of India (P) Ltd.
3. Goleman,D.(2007).Social Intelligence: The new science of Human Relationships

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Communication

Course Code: 23IMSD101DS05

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course objectives:

To create understanding and application of business communication. To improve communication skills of the students and make them learn business correspondence and etiquettes

Course outcomes:

The participants would be able to communicate socially and professionally in an effective manner. They would be leading and participating for professional accomplishments.

Unit-1

Business Communication: Concept, process, types, methods of business communication, Communication as a necessary skill in the Corporate and Global world, Impact of technological advancements on Communication

Unit-2

Communication Skills: Listening skills- Listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group discussions; Basic interviewing skills- Board room Interview preparation, Expressive behavior, Techniques for removing anxiety, fear and inhibitions

Unit-3

Nonverbal Communication: Body language, Kinesic communication, proxemic communication, haptic communication, paralinguistic communication, Chromatic communication, chronomatic communication; Business etiquettes- introduction, etiquettes, exchanging business cards, shaking hands, e mail etiquettes, telephone etiquettes, telemarketing etiquettes, elevator, dressing and grooming etiquettes, dining etiquettes

Unit-4

Written Communication: Report writing-process of report writing, structures of business reports, business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting, preparing curriculum vitae

Recommended Readings:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Sinha, K.K. , Business Communication, Taxman Publication, New Delhi
5. Koneru, Arun, Professional communication, McGraw Hill, New Delhi
6. Mehra, Payal, Business Communication for Managers, Pearson Education.
7. Verma, Shalini, Business Communication: Essential Strategies For Twenty First Century Managers, Vikas Publishing House, Noida
8. Sethi, Flatley, Rentz, Lentz, Pande, Business communication: Connecting A Digital World, McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall comprise 8 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Consumer Psychology

Course Code: 23IMSD102DS01

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course objectives:

To understand the basic concepts of Consumer Psychology, consumer modeling and interaction between mind and environment which helps to understand consumer's psychology behind decision making. It exposes the students with psychological and societal factors that affect the processes of consumption.

Course outcomes:

The participants would be able to understand the consumption behaviors in real life with the basic frameworks of consumer psychology. They would be equipped with the scientific skills of examining consumption behavior.

Unit- 1

Introduction of consumer psychology: Concept and need for studying consumer behavior, Personality of consumers, Types of consumer behavior, Basic concepts of marketing, Process of consumer research.

Unit- 2

Consumer modeling: Learning model, Psychoanalytic model, the sociological model, Webster and wind model of organizational buying behavior.

Unit-3

Perception and consumer behavior: Meaning of perception & related terms, External and internal factors affecting perception, The perceptual process & factors responsible for perceptual distortion, consumer imagery, attitude models.

Unit -4

Consumer decision process: Situational Influences, Consumer Decision Process and Problem Recognition, Information Search, Alternative Evaluation and Purchase, Social influence on consumer behavior, forms of social media and implication on consumers.

Recommended readings:

1. Henry Assael, Consumer Behavior and Marketing Action, Cengage Learning
2. Jay Lindquist, Consumer Behavior, Cengage Learning
3. Leon Schiffman, Consumer Behavior, Pearson Press
4. Haugtvedt, C. P. & Herr, P.M. Kardes, F. R. (2008). (Eds). Handbook of Consumer Psychology. New York: Taylor & Francis Group.
5. K. Dill (Ed.) The Oxford Handbook of Media Psychology. New York: Oxford University Press.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Basics of Behavioral Economics

Course Code: 23IMSD102DS02

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course objectives:

To get familiarity with the basic concepts of Behavioural Economics and understanding of strategic interaction & behavioural game theory with nudges, policy & happiness.

Course Outcomes:

The course would help the participants in viewing the economics from behavioural perspective. It would lead to understand key behavioral biases of individuals and top managers.

Unit-1

Introduction to behavioral economics, Origins of Behavioral Economics; Choice under Certainty- Rational Choice, Decision-Making, optimization Role of Intuition, Emotions, Beliefs in decision making, Bounded Rationality; Judgment under Risk and Uncertainty- Heuristics & Biases; Heuristics: Representativeness, Substitution, Availability, Affect, Anchoring, framing Biases: Cognitive and emotional biases

Unit-2

Choice under Risk and Uncertainty, the concept of expected utility, the von Neumann Morgenstern framework, Expected Utility, Prospect Theory, Reference Points, Risk Concept and Understanding, Loss Aversion, Shape of Utility Function, Decision Weighting, Probabilistic Judgment; Mental Accounting: Nature and components, Framing and editing, Hedonic Editing, Budgeting and fungibility, The Allais problem and the sure-thing principle, The Ellsberg problem and ambiguity aversion

Unit-3

Intertemporal Choice: Temporal Choice, The Discounted Utility Model, Construal Level Theory, Alternative Intertemporal Choice Models, Valuation of Delayed Consumption, Preferences for Sequences of Outcomes, Hyperbolic Discounting, Preference Reversal

Unit-4

Strategic interaction: Behavioural game theory (nature, equilibrium, mixed strategies, bargaining, iterated games, signalling, learning)- application, Modelling of social preferences-nature and factors affecting social preferences, distributional social preferences based on altruism, inequality aversion models, reciprocity models, evidence and policy implications, Nudges & Happiness: Nudges, Policy, and Happiness- the application, Nudge vs. boost.

Recommended readings:

1. Wilkinson, Nick & Matthias, Klaes; An Introduction to Behavioural Economics; Palgrave Macmillan.
2. Erik Angner; A Course in Behavioral Economics; Palgrave Macmillan.
3. Edward Cartwright; Behavioral Economics; Routledge, London.
4. William Forbes; Behavioral Finance, Wiley.
5. Masao Ogaki & Saori C. Tanaka; Behavioral Economics- Toward a New Economics by Integration with Traditional Economics; Springer.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Employees Mental Health and Well-being

Course Code: 23IMSD102DS03

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives:

To familiarize the students with the concept of Mental Health, Stress, Anxiety and Depression. To impart the knowledge about Positive Emotional States and overall human well being.

Course Outcomes:

Students will develop an understanding of the concept of Mental Health and well being. The course will equip them with the skills required for handling stress, anxiety and depression. They will be able to understand the importance of positive emotional state in overall well being.

Unit -1

Health: Nature, Mind-Body Relationship Model: Bio-Psychosocial Model. Mental Health: Nature and factors.

Unit-2

Mental Illness: Anxiety: GAD-Symptoms and Causes. Depression: Symptoms and Causes.

Unit-3

Stress: Nature, Sources and consequences of Stress. Effective Coping: Nature, Types, Coping Outcomes and Coping Strategies.

Unit -4

Subjective Well-being and Positive-Negative Affect, Causes and Determinants of SWB, Well-being. Happiness: Different viewpoints of Happiness, Factors affecting Happiness and strategies to enhance happiness.

Recommended readings :

1. Carr, A. (2012). *Clinical Psychology: An Introduction*. New York: Routledge.
2. Carr, A. (2005). *Positive Psychology: The Science of Happiness and Human Strengths*. New York: Routledge.
3. Comer, R. J. (2003). *Abnormal Psychology*. New York: Freeman.
4. Nietzel, M. T., Bernstein, D. A. & Millich, R. (1994). *Introduction to Clinical Psychology* (4th Ed). New Jersey: Prentice Hall.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Positive Psychology

Course Code: 23IMSD102DS04

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives:

To orient the students to the nature and caste perspectives on Positive Psychology, conceptual knowledge about positive cognitive states. To make the students understand the conceptual, theoretical basis of human virtues, positive emotional states and importance of Close relationships along with Pro-social behavior.

Course Outcomes:

The knowledge gained by students after studying the course, would enable them to understand the relationship of the concepts of positive Psychology with well being and various positive cognitive states, which would be helping them in developing pro-social behavior.

Unit -1

Introduction to Positive Psychology: Origin, Assumptions and Goals of Positive Psychology. Character Strengths: Values in Action Classification.

Unit-2

Positive Emotional States: Positive Emotional States- Past, Present and Future, Fredrickson's Broaden and Build theory of Positive Emotion. Positive Cognitive States: Hope, Optimism and Self-efficacy.

Unit -3

Wisdom: Implicit and Explicit Theories, Developing wisdom. Close relationships: Characteristics of close relationships; Flourishing relationships.

Unit -4

Resilience:- Nature, Protective factors Pro-Social Behaviour: Gratitude and Forgiveness.

Recommended readings:

1. Carr, A. (2022) Positive Psychology: The Science of Well-being and Human Strengths. New York: Routledge.
2. Snyder, C.R., Lopez, S.L. (2008). Positive Psychology The Scientific and Practical Explorations of Human Strengths. New Delhi: Sage.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Leadership, Coaching, Mentoring and Group Dynamics

Course Code: 23IMSD102SE01

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course objectives:

To create understanding of leadership, coaching, mentoring and group dynamics . To improve leadership skills among the students. To enhance the coaching and mentoring skills in students

Course outcomes:

The students would be able to perform in the role of a leader, a mentor and a coach while understanding the group dynamics. They will be able to understand the conflict situation among employees and how to resolve them.

Unit-1

Group Behaviour: Concept, applications, group development, types of groups, group dynamics and team building

Unit-2

Leadership: Concept, styles and theories, functions of a leader, relationship of leadership, power and authority

Unit-3

Employee Development: Concept, framework, methods, role of coaching and mentoring in employee development.

Unit-4

Coaching and Mentoring: Significance, comparison, approaches, role of leadership and culture

Recommended readings:

1. Noe, A Raymond, and Kodwani, D Amitabh, Employee Training and Development, McGraw Hill Education
2. Blanchard, P Nick, and James W. Thacker, Effective Training - Systems, Strategies, and Practices, Pearson Education.
3. Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications
4. Desimone, R. L., Werner, J. M. and Harris, D. M. "Human Resource Development", Thomson Learning Press
5. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education
6. Koontz, H and Wehrich, H; Management, Tata McGraw Hill
7. Stoner, J et. al, Management, Pearson Education

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.